Transit Safety & Security Prototype Approach

Final Report
December, 2002

Transit Safety and Security Prototype Approach

for
Colorado Section 5310 and 5311 Transit Providers

Final Report

December, 2002

RAE Consultants, Inc.

Produced for:
Transit Unit
Colorado Department of Transportation

DOT
DEPARTMENT OF TRANSPORTATION

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EXECUTIVE SUMMARY

In mid-2002, the Transit Unit of the Colorado Department of Transportation (CDOT) contracted with RAE Consultants, Inc. to develop a model transit safety and security program for small urban and rural transit providers in the state. The purpose of the technical assistance was to assist Federal Transit Administration (FTA) Section 5310 and 5311 grantees in addressing safety issues relative to their services and improving their capacity to respond to emergencies of all kinds. Ideally, the materials developed will also be useful to other transit providers.

A "Prototype Approach" was developed as a model to assist small urban and rural transit agencies in Colorado in developing effective safety, security and emergency preparedness programs. The goal of this project was twofold: 1) to provide a framework for small urban and rural transit operators to respond to the events of September 11th as well as other emergencies, and 2) to develop an approach which will fit within the framework of an agency's existing safety and training efforts, rather than creating a whole new program.

While transit safety has historically been a concern to transit operators, funding agencies, and regulatory agencies, the events of September 11, 2001 heightened concerns relative to security and emergency preparedness. Even though terrorism may be unlikely in rural Colorado, it is important that transit agencies of all sizes be able to respond to a variety of emergencies. Effective policies, procedures and training need to be in place to respond to fires, floods, tornadoes, blizzards, explosions, civil disobedience, and train/bus/plane accidents, as well as terrorism.

This Prototype Approach was based on information provided in FTA's draft Model Bus Safety Program published in July 2001. It was assumed that future guidance from FTA will include the "Core Elements" for all grantees and "Enhanced Elements" for larger systems identified in this report. The Core Elements present a minimum level of effort which would logically apply to all FTA Section 5310 and 5311 properties. However, 5310 providers may or may not be included in future FTA requirements.

The Core Elements are summarized below.

- **Driver Selection**: Licensing, Driver Record (convictions, violations, employment history, qualifications), Physical Requirements
- **Driver/Employee Training**: Traffic Regulations, Defensive Driving and Accident Prevention, Type of Vehicle, Basic Maneuvers
- **Vehicle Maintenance**: Periodic Service Needs, Periodic Inspections, Interval-Related maintenance, Failure Maintenance
- **Drug and Alcohol Programs**
- **Safety Data Acquisition and Analysis**
- **Security Program Plans** (UZA's of 200,000 or more)

A checklist was developed which includes each of the Core Elements of a recommended safety and security program for small transit organizations as identified in FTA's draft Modal Bus Safety Program from July 2001. The checklist is divided into two parts – "Safety" and "Security." The items listed under the "Safety" section have traditionally been addressed by transit agencies - driver selection, driver training, vehicle maintenance, drug and alcohol programs, and safety data analysis. The "Security" portion includes new emphasis areas added since September 11th – Security Plans and Emergency Response Plans. The checklist is shown on the following page.

The checklist provides a framework to help Section 5310, 5311 and other transit agencies think though and develop a more thorough response to safety and security issues. It is meant to serve as a guide or framework, rather than as a specific requirement. While each item on the checklist should be addressed in some fashion, the details of how each element is addressed should be determined by each agency, depending on its individual circumstances. CDOT recommends that each checklist element be included in agency policies, procedures and organizational responsibilities.

Although the Prototype Approach addresses all five Core Elements, most of the emphasis is on the new focus area – Security Program Plans. Given the extensive efforts which have been made throughout the nation since the events of September 11, 2001, the Prototype Approach includes a detailed example of how the topic of Security Program Plans can be addressed by transit agencies. A model template for a System Safety and Emergency Preparedness Plan (SSEPP) is presented along with several appendices which can be used be transit agencies as desired. The model SSEPP is presented in Exhibit 1. The following appendices are included as background and support information.

Appendix A   Vehicle Safety Program Implications
Appendix B   Security/Emergency Capabilities and Points of Emphasis
Appendix C   Security and Emergency Considerations
Appendix D   Bomb Threat Checklist & Procedures
Appendix E   Sample Emergency Telephone Directory
Appendix F   Sample Types of Preparation Exercises
Appendix G   Tips on Reporting Criminal Activity
Appendix H   Sample Emergency Action Plan
Appendix I   Example Emergency Procedures
Appendix J   Sample Memorandum re Coordination with First Responders
Appendix K   Sample Threat and Vulnerability Assessment Forms
Appendix L   Draft Memorandum of Executive Approval
Appendix M   Contacts and Other resources
Appendix N   Homeland Security Advisory System Recommendations

TABLE 1
Colorado Transit Safety and Security
Checklist

Content Areas	Policies	Procedures	Organizational Responsibilities
SAFETY			
Driver Selection			
Licensing			
Driver Record			
Physical Requirements			
Driver/Employee Training			
Traffic Regulations			
Defensive Driving & Accident Prevention			
Type of Vehicle			
Basic Maneuvers			
Other			
Vehicle Maintenance			
Periodic Service Needs			
Periodic Inspections			
Interval-Related Maintenance			
Failure Maintenance			
Drug and Alcohol Programs			
Safety Data Acquisition and Analysis			
SECURITY			
Security Plans			
Security Assessments			
Program Monitoring			
Emergency Response Plans			
Defining Emergencies			
Developing Procedures			
Coordination with Outside Agencies			
Training, Practice/Drills			

INTRODUCTION

In mid-2002, the Transit Unit of the Colorado Department of Transportation (CDOT) contracted with RAE Consultants, Inc. to develop a model transit safety and security program for small urban and rural transit providers in the state. The purpose of the technical assistance was to assist Federal Transit Administration (FTA) Section 5310 and 5311 grantees in addressing safety issues relative to their services and improving their capacity to respond to emergencies of all kinds. Ideally, the materials developed should also be useful to other transit providers.

While transit safety has historically been a concern to transit operators, funding agencies, and regulatory agencies, the events of September 11, 2001 heightened concerns relative to security and emergency preparedness. Even though terrorism may be unlikely in rural Colorado, it is important that transit agencies of all sizes be able to respond to a variety of emergencies. Effective policies, procedures and training need to be in place to respond to fires, floods, tornadoes, blizzards, explosions, civil disobedience, and train/bus/plane accidents, as well as terrorism.

A Prototype Approach was developed as a model, or example, of how an expanded safety and security program can be addressed by FTA Section 5310 and 5311 providers, as well as other transit operators in Colorado. The goal in developing the Prototype Approach was twofold: 1) to provide a framework for small urban and rural transit operators to respond to the events of September 11th as well as other emergencies, and 2) to develop an approach which would fit within the framework of an agency's existing safety and training efforts, rather than creating a whole new program.

Based on research conducted by the consultant, it was decided to base the Prototype Approach on FTA's draft Model Bus Safety Program published in July 2001. It was assumed that future guidance from FTA will include the "Core Elements" for all grantees and "Enhanced Elements" for larger systems identified in this report. The Core Elements present a minimum level of effort which would logically apply to all 5310 and 5311 properties. However, 5310 providers may or may not be included in future FTA requirements.

PROTOTYPE CHECKLIST

Table 1 presents a checklist, which summarizes CDOT's Prototype Approach. The checklist includes each of the Core Elements of a recommended safety and security program for small transit organizations as identified in FTA's draft Model Bus Safety Program from July 2001. The checklist is divided into two parts – "Safety" and "Security." The items listed under the "Safety" section have traditionally been addressed by transit agencies - driver selection, driver training, vehicle maintenance, drug and alcohol programs, and safety data analysis. The "Security" portion includes new emphasis areas added since September 11th – Security Plans and Emergency Response Plans.

The checklist provides a framework to help Section 5310, 5311 and other transit agencies think though and develop a more thorough response to safety and security issues. It is meant to serve as a guide or framework, rather than as a specific requirement. While each item on the checklist should be addressed in some fashion, the details of how each element is addressed should be determined by each agency, depending on its individual circumstances. CDOT recommends that each checklist element be included in agency policies, procedures and organizational responsibilities.

Although the information and recommendations contained in this report have been compiled from sources believed to be reliable, neither RAE Consultants, Inc. or the Colorado Department of Transportation (CDOT) make any guarantees as to, and assume no responsibility for, the correctness, sufficiency, or completeness of such information or recommendations. Other or additional safety requirements may be required.

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Type of Vehicle			
Basic Maneuvers			
Other			
Vehicle Maintenance			
Periodic Service Needs			
Periodic Inspections			
Interval-Related Maintenance			
Failure Maintenance			
Drug and Alcohol Programs			
Safety Data Acquisition and Analysis			
SECURITY			
Security Plans			
Security Assessments			
Program Monitoring			
Emergency Response Plans			
Defining Emergencies			
Developing Procedures			
Coordination with Outside Agencies			
Training, Practice/Drills			

CORE ELEMENT DESCRIPTIONS

The paragraphs below provide more detail regarding each of the FTA Core Elements included in the checklist. The first five Core Elements are discussed in a relatively generic way, since these have been ongoing considerations for transit agencies over the years. The sixth core element, Security Program Plans, is also summarized briefly below. However, since this is a new emphasis area since September 11, 2001, it was felt that more detail should be provided in this area. Therefore, a model System Security and Emergency Preparedness Plan (SSEPP) template and appendices were developed and are presented as Exhibit I to this report. This template and appendices were taken largely from work done by the Ohio Department of Transportation, Office of Transit in 2002.

In general the language used to describe each Core Element below was taken directly from FTA's Draft Model Bus Safety Program published in July 2001.

Driver Selection

Driver selection is critical to safe transit operations. The driver of a transit bus is directly responsible for the safety of his or her passengers and other drivers that share the road with the transit vehicle. The transit provider should have a clear definition of driver qualifications and requirements (whether the driver is paid or volunteer). The driver selection criteria must address specific, safety-related items.

> **Licensing** – The driver must be properly licensed and the license must be appropriate for the type of vehicle the driver is assigned. Licensing may also need to consider local jurisdiction requirements.
> **Driving record** – The driver should have an acceptable past driving record over a reasonable period of time. The driving record should demonstrate an ability to follow traffic rules and regulations and thus avoid accidents.
> **Physical requirements** - The driver must be physically able to perform the functions associated with the assignment. These factors may include good eyesight with true color perception, good hearing, physical strength and dexterity to assist disabled passengers (especially in demand responsive/ paratransit assignments), or other factors that may be unique to the driving assignments.

Other safety-related factors or requirements may be appropriate depending on local jurisdiction requirements or specific characteristics of the driving assignments.

Driver/Employee Training

Once qualified candidates are identified and hired, initial and ongoing training is critical to insure proper operations and adherence to the transit providers' rules and regulations. Proper qualification of operating and maintenance personnel is a vital part of a safe transit environment. Driver training should address specific safety-related issues appropriate to the type of vehicle and driving assignment.

Traffic regulations – Training should address state and local traffic rules and regulations, including traffic signs and signals (including proper use of hand signals).

Defensive driving and accident prevention – Training should stress defensive driving principles, collision prevention, and concepts of preventable accidents as a measure of defensive driving success.

Type of vehicle in service – Training should focus on the type of vehicle that will be used in service; significant differences can exist among different bus models and among different manufacturers, and equipment may have characteristics that are unique to the service environment.

Basic driving maneuvers, including backing and stopping – Training should include all core driving maneuvers for the type of vehicle in service, including the difficulties in backing maneuvers that can lead to accidents, stopping distance requirements, and equipment-specific functions such as door opening and closing procedures for passenger boarding and alighting.

Other training – This should include training on agency policies and procedures, including safety and security procedures, training for transportation of elderly and/or disabled riders, and other training as needed.

The transit provider should maintain complete and accurate records of all driver training and certification, as well as the training materials and grading mechanism. Drivers should be required to demonstrate skill and performance competency in the type of vehicle to which they are assigned as a part of training requirements. Training transit operations personnel is not a onetime activity. Ongoing/recurring training is necessary to reinforce policies and procedures as well as providing a mechanism to brief drivers on new policies, procedures, and/or regulations.

Vehicle Maintenance

Proper maintenance of vehicles and equipment is critical to the continued safe operation of the transit system. Unsafe vehicles present unnecessary hazards to the driver, passengers, and other vehicles on the road. Basic vehicle maintenance practices must regularly address safety-related vehicle equipment to ensure that no unsafe vehicles are dispatched for service. Safety-related vehicle equipment includes:

- Service brakes and parking brake
- Tires, wheels, and rims
- Steering mechanism
- Vehicle suspension
- Mirrors and other rear vision devices (e.g., video monitors)
- Lighting and reflectors or reflective markings
- Wheelchair lifts

Most safety-related equipment should be inspected during a pre-trip inspection to ensure that the vehicle is fit for service. Most manufacturers of vehicles and specialized equipment provide suggested operating standards and routine maintenance activities for safety-related equipment.

The transit provider should establish a formal plan to address the maintenance requirements of their vehicles and equipment. At a minimum, the vehicle maintenance program element should address the following categories:

- **Daily servicing needs** – This relates to fueling, checking and maintaining proper fluid levels (oil, water, etc), vehicle cleanliness, pre- and post-trip inspections and maintenance of operational records and procedures.
- **Periodic inspection** – These activities are scheduled to provide maintenance personnel an opportunity to detect and repair damage or wear conditions before major repairs are necessary. Inspection items should include suspension elements, leaks, belts, electrical connections, tire wear, and any noticeable problems.
- **Interval related maintenance** – This focus is to identify wear, alignment, or deterioration problems of parts or fluids. Replacement intervals of these items are determined through transit agency experience and manufacturer recommendations.
- **Failure maintenance** - Regardless of the preventative maintenance activities, in-service failures will occur. When a failure is encountered that makes the vehicle unsafe or unable to continue operation, the vehicle is usually removed from service and returned to the garage for repair.

Drug and Alcohol Abuse Programs

Since many transit providers receive FTA operation and capital funding, the FTA Drug Testing Requirements form the basis for drug abuse programs. An alcohol abuse program is also required. The bottom line is protection of the riding public and transit employees, and all efforts should be geared toward this end. The transit provider's safety program should outline specific policies, procedures and responsibilities, or reference the appropriate master document containing that information.

Safety Data Acquisition/Analysis

Understanding safety data is an important step toward allocating important (and often scarce) resources to implement safety program elements. Safety data relative to transit provider operations can be used to determine safety trends in system operations. These data include information gathered from within the system on safety-related events such as passenger injuries or claims, employee injuries, accidents, and incidents. The data are useful in a formal hazard identification and resolution process to help identify hazards before they cause accidents. The data may also help improve systems performance, not only in respect to safety, but also in overall delivery of service to the riding public.

Security Program Plans

This section addresses the new focus areas of system security and emergency preparedness. As stated in the Federal Transit Administration "Transit Bus Safety Program Bus Safety Program," Draft Report, July 16, 2001, page 19:

> "The transit provider should provide a proactive, prevention-oriented approach to security. Current thinking regarding bus transit security emphasizes the importance of identifying potential threats and areas of vulnerability, developing approaches that will minimize those threats and vulnerabilities and demonstrating a clear and proactive approach to security. Coordination with local law enforcement jurisdictions may facilitate response when security breaches occur."

Given the extensive efforts which have been made throughout the nation since the events of September 11, 2001, the Prototype Approach includes a detailed example of how the topic of Security Program Plans can be addressed by transit agencies. A model template for a System Safety and Emergency Preparedness Plan (SSEPP), along with several appendices, is presented as Exhibit I to this report. The template and the various appendices can be used by transit agencies in addressing the Security Plans and Emergency Preparedness Plans elements of the Prototype Approach. As there are a variety of ways to "package" security and emergency preparedness plans, the System Safety and Emergency Preparedness Plan (SSEPP) format is presented as one potential format rather than as a required model.

EXHIBIT 1
SYSTEM SAFETY AND EMERGENCY PREPAREDNESS PLAN (SSEPP)

Template

Appendices

A	Vehicle Safety Program Implications
B	Security/Emergency Capabilities and Points of Emphasis
C	Security and Emergency Considerations
D	Bomb Threat Checklist & Procedures
E	Sample Emergency Telephone Directory
F	Sample Types of Preparation Exercises
G	Tips on Reporting Criminal Activity
H	Sample Emergency Action Plan
I	Example Emergency Procedures
J	Sample Memorandum re Coordination with First Responders
K	Sample Threat and Vulnerability Assessment Forms
L	Draft Memorandum of Executive Approval
M	Contacts and Other Resources
N	Homeland Security Advisory System Recommendations

System Security and Emergency Preparedness Plan (SSEPP) <u>Template</u>

[Transit Agency Name]

Date:

Revision:

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Section 1: Introduction

1.1 Background

The terrible tragedy of September 11, combined with nation's continuing war on terrorism, has created a heightened threat environment for public transportation. In this new environment, the vulnerabilities of public agencies and the communities they serve to acts of terrorism and extreme violence have greatly increased. Threat assessments issued by the Federal Bureau of Investigation (FBI) have consistently placed public transportation at the top of the *critical infrastructure protection agenda*, along with airports, nuclear power plants, and major utility exchanges on the national power grid.

To establish the importance of security and emergency preparedness in all aspects of our organization, [NAME OF TRANSIT AGENCY] has developed this System Security and Emergency Preparedness (SSEP) Program Plan. This SSEP Program Plan outlines the process to be used by [NAME OF TRANSIT AGENCY] to make informed decisions that are appropriate for our operations, passengers, employees and communities regarding the development and implementation of a comprehensive security and emergency preparedness program.

As a result of this program, [NAME OF TRANSIT AGENCY] hopes to achieve not only an effective physical security program, but also to enhance our coordination with the local public safety agencies in our service area. Improved communication will increase their awareness of our resources and capabilities, and improve our readiness to support their efforts to manage community-wide emergencies, including but not limited to terrorism.

In order to be effective, the activities documented in this SSEP Program Plan focus on establishing responsibilities for security and emergency preparedness, identifying our methodology for documenting and analyzing potential security and emergency preparedness issues, and developing the management system through which we can track monitor our progress in resolving these issues.

1.2 Authority

The authority for implementing the SSEP Program Plan resides with the [NAME OF TRANSIT AGENCY] Transit Manager and the [NAME OF COUNTY TRANSIT BOARD] OR [INSERT OTHER ORGANIZATION].

1.3 Purpose, Goals and Objectives of SSEP Program

This Program demonstrates our process for addressing *system security and emergency preparedness*:

System Security – The application of operating, technical, and management techniques and principles to the security aspects of a system throughout its life to reduce threats and vulnerabilities to the most practical level through the most effective use of available resources.

Emergency Preparedness – A uniform basis for operating policies and procedures for mobilizing transit agency and other public safety resources to assure rapid, controlled, and predictable responses to various types of transit and community emergencies.

The SSEP Program will support [NAME OF TRANSIT AGENCY]'s efforts to address and resolve critical incidents on our property and within our community.

Critical Incidents – May include accidents, natural disasters, crimes, terrorism, sabotage, civil unrest, hazardous materials spills and other events that require emergency response. Critical incidents require swift, decisive action from multiple organizations, often under stressful conditions. Critical incidents must be stabilized prior to the resumption of regular service or activities.

Critical incidents often result from emergencies and disasters, but can be caused by any number of circumstances or events. Successful resolution of critical incidents requires the cooperative efforts of both public transportation and community emergency planning and public safety agencies.

[NAME OF TRANSIT AGENCY] has established criteria for a critical incident:

Element of Definition	Agency Threshold
Service Interruption	Inability to provide service
Duration of Interruption	2 hours (system-wide) 24 hours (single route)
Injuries and Fatalities	2 or more injuries requiring hospitalization 1 or more fatalities
Dollar Amount of Property Damage	> $10,000

1.3.1 Purpose

The overall purpose of [NAME OF TRANSIT AGENCY]'s SSEP Program is to optimize -- within the constraints of time, cost, and operational effectiveness -- the level of protection afforded to [NAME OF TRANSIT AGENCY]'s passengers, employees, volunteers and contractors, and any other individuals who come into contact with the system, both during normal operations and under emergency conditions.

1.3.2 Goals

The SSEP Program provides [NAME OF TRANSIT AGENCY] with a security and emergency preparedness capability that will:

1. Ensure that security and emergency preparedness are addressed during all phases of system operation, including the hiring and training of agency personnel; the procurement and maintenance of agency equipment; the development of agency policies, rules, and procedures; and coordination with local public safety and community emergency planning agencies

2. Promote analysis tools and methodologies to encourage safe system operations through the identification, evaluation and resolution of threats and vulnerabilities, and the ongoing assessment of agency capabilities and readiness

3. Create a culture that supports employee safety and security and safe system operations (during normal and emergency conditions) through motivated compliance with agency rules and procedures and the appropriate use and operation of equipment

1.3.3 Objectives

In this new environment, every threat cannot be identified and resolved, but [NAME OF TRANSIT AGENCY] can take steps to be more aware, to better protect passengers, employees, facilities and equipment, and to stand ready to support community needs in response to a major event. To this end, our SSEP Program has five objectives:

1. Achieve a level of security performance and emergency readiness that meets or exceeds the operating experience of similarly-sized agencies around the nation
2. Increase and strengthen community involvement and participation in the safety and security of our system
3. Develop and implement a vulnerability assessment program, and based on the results of this program, establish a course of action for improving physical security measures and emergency response capabilities
4. Expand our training program for employees, volunteers and contractors to address security awareness and emergency management issues
5. Enhance our coordination with others regarding security and emergency preparedness issues

1.4 Scope

[NAME OF TRANSIT AGENCY]'s SSEP Program Plan is applicable to all aspects of our current service, ensuring that our operations, training, coordination with local public safety agencies, and general security and emergency preparedness planning address concerns resulting from heightened threat levels. Key elements of the Scope of our SSEP Program Plan include:

1. An evaluation of our current capabilities to identify and prevent security incidents that may occur on our property
2. Development of a Vulnerability Assessment Program to identify our weaknesses and guide planning activities
3. Improved Physical Security
4. Review and expansion of our training program for security and emergency response
5. Enhanced emergency planning and procedures development
6. Improved coordination with the Public Safety Agencies in our service area
7. Improved coordination with others

Section 2: Transit System Description

2.1 Organizational Structure

[Insert org chart if available]

[Identify Name(s), Title(s) and placement within the organization for management and other personnel and identify the structure of the agency, including employees, volunteers, and contractors]

2.2 Operating Characteristics and Service

2.2.1 Service Area

[Describe service area, including geographic boundaries and unique features]

2.2.2 Service Design

[Identify type(s) of service* provided]

*for example:

1. Fixed Route
2. Demand Response
3. Route Deviation
4. Checkpoint Service
5. Zone Service
6. Vanpooling
7. Carpooling/Rideshare
8. Taxi Service
9. Other

2.3   Vehicles and Facilities

[Identify and describe vehicles and facilities (system elements) used by transit agency to provide service]

[In addition to the description of service vehicles and facilities, provide information regarding internal and external security attributes of the identified system elements (e.g., silent alarm buttons, fencing, lighting, burglar and intrusion detection systems, CCTV, etc.)

2.4   Measures of Service

[Identify key measures* of service for agency]

*for example:

- Mode of Service: Demand Response
- Total Vehicles: 6
- Total Trips: 30,693
- Total Expenses: $150,929
- Revenue Vehicle Miles: 92,021
- Revenue Vehicle Hours: 7,119
- Cost per Trip: $6.09
- Cost per Mile: $2.36
- Cost per Hour: $25.80
- Passengers per Revenue Mile: 0.49
- Passengers per Revenue Hour: 5.02

Section 3: Roles and Responsibilities

3.1 Philosophy

[NAME OF TRANSIT AGENCY] hopes to ensure that, if confronted with a security event or major emergency, [NAME OF TRANSIT AGENCY] personnel will respond effectively, using good judgment, ensuring due diligence, and building on best practices, identified in drills, training, rules and procedures.

This level of proficiency requires the establishment of formal mechanisms to be used by all [NAME OF TRANSIT AGENCY] personnel to identify security threats and vulnerabilities associated with [NAME OF TRANSIT AGENCY]'s operations, and to develop controls to eliminate or minimize them. The SSEP Program also requires [NAME OF TRANSIT AGENCY]'s process for:

1. Coordinating with local law enforcement and other public safety agencies to manage response to an incident that occurs on a transit vehicle or affects transit operations, and

2. Identifying a process for integrating [NAME OF TRANSIT AGENCY]'s resources and capabilities into the community response effort to support management of a major event affecting the community.

[NAME OF TRANSIT AGENCY] management expects all employees, volunteers and contractors, especially those working directly with passengers, to support the SSEP Program.

3.2 Division of Responsibilities

3.2.1 All Personnel

[NAME OF TRANSIT AGENCY] personnel must understand and adopt their specific roles and responsibilities, as identified in the SSEP Program, thereby increasing their own personal safety and the safety of their passengers, during normal operations and in emergency conditions.

To ensure the success of the SSEP Program, the following functions must be performed by [NAME OF TRANSIT AGENCY] personnel:

1. Immediately reporting all suspicious activity, no matter how insignificant it may seem, to the Transit Manager or his/her designee
2. Immediately reporting all security incidents
3. Using proper judgment when managing disruptive passengers and potentially volatile situations

4. Participation in all security and emergency preparedness training, including drills and exercises
5. Becoming familiar with, and operating within, all security and emergency preparedness procedures for the assigned work activity
6. Notifying the Transit Manager or his/her designee when a physical or mental condition, or required medications or therapies, may impair the ability to perform security or emergency preparedness functions
7. Accurately completing "Employee Statements" on appropriate reports

3.2.2 Transit Manager

Under the authority of the [NAME OF TRANSIT AGENCY]'s Board of Directors, the Transit Manager has the overall authority to develop and execute the agency's SSEP Program. Ultimate accountability for implementation of the SSEP Program rests with the [NAME OF AGENCY] Transit Manager. In addition, the Transit Manager is responsible for the following specific activities:

1. Ensuring that sufficient resources and attention are devoted to the SSEP Program, including:

    o Development of standard operating procedures related to employee security duties
    o Development and enforcement of safety and security regulations;
    o Development of emergency operating procedures to maximize transit system response effectiveness and minimizing system interruptions during emergencies and security incidents;
    o Provision of proper training and equipment to employees to allow an effective response to security incidents and emergencies

2. Development of an effective notification and reporting system for security incidents and emergencies
3. Designating a Point of Contact (POC) to manage the SSEP Program
4. Communicating security and emergency preparedness as top priorities to all employees
5. Developing relations with outside organizations that contribute to the SEPP Program, including local public safety and emergency planning agencies

3.2.3 SSEP Program Point of Contact (POC)

To ensure coordinated development and implementation of the SSEP Program, the Transit Manager has designated [INSERT TITLE] as the Security and Emergency Preparedness Point of Contact (POC) for development and implementation of the SSEP Program. The POC, who reports directly to the Transit Manager, has been granted the authority to utilize [NAME OF AGENCY] resources to develop the SSEP Program and Plan, to monitor its implementation, and to ensure attainment of security and emergency preparedness goals and objectives.

The [INSERT TITLE] has the responsibility for overseeing the SEPP Program on a daily basis. The [INSERT TITLE] will be the direct liaison with the agency's operators and dispatchers,

regarding the Program. The [INSERT TITLE] will also serve at the [NAME OF AGENCY]'s primary contact with public agencies. To the extent that liaison is necessary with state and federal agencies, the [INSERT TITLE] will serve as the lead liaison for the agency. The [INSERT TITLE] will also be responsible for the security-related agenda items for Safety/Vehicle Accident Prevention Committee meetings and actions.

In managing this Program, the POC will:

1. Be responsible for successfully administering the SSEP Program and establishing, monitoring, and reporting on the system's security and emergency preparedness objectives
2. Review current agency safety, security and emergency policies, procedures, and plans, and identify needed improvements
3. Develop and implement plans for addressing identified improvements
4. Coordinate with local public safety agencies, local community emergency planning agencies, and local human services agencies to address security and emergency preparedness; including participation in formal meetings and committees
5. Develop, publish, and enforce reasonable procedures pertinent to agency activities for security and emergency preparedness
6. Provide adequate driver training and continuing instruction for all employees (and volunteers and contractors) regarding security and emergency preparedness
7. Review new agency purchases to identify security-related impacts
8. Ensure performance of at least one emergency exercise annually

[The following list of sample procedures and plans to support the implementation of the SSEPP Sample procedures can be found in the corresponding appendices of this document]

Appendix A   *Vehicle Safety Program Implications*
Appendix B   *Security and Emergency Capabilities Checklist and Points of Emphasis*
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Appendix M   *Resources and Contacts*
Appendix N   *Homeland Security Advisory System Recommendations*

3.2.4 Vehicle Accident Prevention Committee (VAP)

Given the nature and scope of [NAME OF AGENCY] operations, it has been determined that a separate Security Committee is unnecessary. As a continuing responsibility of the Vehicle Accident Prevention (VAP)/Safety Committee, there will be a permanent agenda oriented toward security and emergency preparedness matters, ranging from comments on the management of the SSEP Program Plan to liaison with public agencies and feedback from employees. It will also be

an ongoing part of the security agenda to determine the level of compliance with agency policies, rules, regulations, standards, codes, and procedures, and to identify changes or new challenges as a result of incidents or other operating experience.

The [SSEP PROGRAM POC] will be responsible for managing the security agenda during the VAP Committee meetings. When appropriate, members of local fire and police departments will be invited to participate in the security portion of the VAP Committee meetings.

The VAP Committee provides the primary mechanism through which the agency:

1. Identifies security conditions and problems at the agency
2. Organizes incident investigations and develops and evaluates corrective actions to address findings
3. Obtains data on agency security performance
4. Develops strategies for addressing agency security problems
5. Coordinates the sharing of security responsibilities and information
6. Manages the integration of security initiatives and policies in agency operations
7. Evaluates the effectiveness of the security program
8. Ensures document reviews and configuration management
9. Manages the development and revising of agency policies, procedures, and rulebook
10. Coordinates interaction with external agencies

The Committee also ensures that all agency employees, volunteers and contractors:

1. Have a full knowledge of the security program and emergency preparedness programs
2. Make security and emergency preparedness a primary concern while on the job
3. Cooperate fully with the agency regarding any incident investigation
4. Raise security and emergency preparedness concerns

3.2.5 Supervisors

Supervisors are responsible for communicating the transit agency's security policies to all employees, volunteers and contractors. For this reason, supervisors must have full knowledge of all security rules and policies. Supervisors must communicate those policies to [NAME OF TRANSIT AGENCY] operations personnel in a manner that encourages them to incorporate SSEP practices into their everyday work. The specific responsibilities of supervisors include the following:

1. Having full knowledge of all standard and emergency operating procedures
2. Ensuring that drivers make security and emergency preparedness a primary concern when on the job
3. Cooperating fully with the SSEP Program regarding any accident investigations as well as listening and acting upon any security concerns raised by the drivers
4. Immediately reporting security concerns to the [INSERT TITLE]

In addition, when supporting response to an incident, supervisors are expected to:

1. Provide leadership and direction to employees during security incidents
2. Handle minor non-threatening rule violations
3. Defuse minor arguments
4. Determine when to call for assistance
5. Make decisions regarding the continuance of operations
6. Respond to fare disputes and service complaints
7. Respond to security-related calls with police officers when required, rendering assistance with crowd control, victim/witness information gathering, and general on-scene assistance
8. Complete necessary security related reports
9. Take photographs of damage and injuries
10. Coordinate with all outside agencies at incident scenes

3.2.6 Drivers

In addition to the general responsibilities identified for all personnel, drivers (including volunteers and contractors) are responsible for exercising maximum care and good judgment in identifying and reporting suspicious activities, in managing security incidents, and in responding to emergencies. Each driver will:

1. Take charge of a security incident scene until the arrival of supervisory or emergency personnel
2. Collect fares in accordance with agency policy (if applicable)
3. Attempt to handle minor non-threatening rule violations
4. Respond verbally to complaints
5. Attempt to defuse minor arguments
6. Determine when to call for assistance
7. Maintain control of the vehicle
8. Report all security incidents to agency dispatch
9. Complete all necessary security-related reports
10. Support community emergency response activities as directed by [NAME OF TRANSIT AGENCY] policies and procedures

3.2.7 Other Personnel

Other personnel who support [NAME OF TRANSIT AGENCY] also have responsibilities for the SSEP Program.

Dispatchers are expected to:

1. Receive calls for assistance
2. Dispatch supervisors and emergency response personnel
3. Coordinate with law enforcement and emergency medical service communications centers
4. Notify supervisory and management staff of serious incidents
5. Establish on-scene communication
6. Complete any required security-related reports

7. Provide direction to on-scene personnel

Mechanics (including volunteers and contractors) are expected to:

1. Report vandalism
2. Report threats and vulnerabilities of vehicle storage facilities
3. Provide priority response to safety and security critical items such as lighting
4. Maintain facility alarm systems

Human Resources personnel are responsible for:

1. Ensuring all pre-employment screening processes are carried out effectively
2. Notifying the Transit Manager of employee disciplinary action that may result in the affected employee becoming a risk to [NAME OF TRANSIT AGENCY] facilities, systems, passengers, employees or other assets
3. Educating employees on employee ID policy and procedure

Communications (Marketing-Customer Service-Community Relations) are responsible for:

1. Requesting assistance from transit public safety resources as needed for special events
2. Providing insight into potential threats and vulnerabilities through feedback from customer focus groups and other information sources
3. Designating a Public Information Officer (PIO) for media contact regarding security incidents and issues
4. Coordinating community-oriented policing efforts and programs with officers assigned to community oriented policing duties by the Public Safety and Security Administrator

3.3 Existing SSEP Capabilities and Practices

[Summarize methods and procedures, devices, and systems utilized by the transit agency to minimize and respond to security incidents and emergencies*]

*A summary of the existing proactive methods, procedures, and actions to prevent, deter, or minimize security incidents includes:

1. Emphasis on agency personnel awareness
2. Participation in available training
3. Review of other materials, as needed
4. Analysis of security incidents and suspicious activity to determine a proper course of action including:
   o Identifying potential and existing problem areas
   o Developing action plans
   o Implementing the plans
   o Measuring results
5. Hosting an annual meeting with local law enforcement

6. Annual meeting with local emergency management agency
7. Review of local and transit agency emergency plans
8. Review of FTA documentation on system security and emergency preparedness

*A summary of other existing proactive actions and systems to prevent, deter or minimize security incidents includes:

1. Conducting security surveys with local law enforcement as a formal threat and vulnerability analysis process
2. Local police notification/participation in employee discharge and/or discipline process as needed
3. Evaluation of security/emergency response procedures for completeness and accuracy
4. Participation by local law enforcement in training of new drivers as requested to increase awareness in security matters
5. Presentations by local police and transit agency personnel to employees, the public or other groups interested in transit security matters
6. Development and distribution of crime prevention information on agency brochures for passengers and the public

3.4 Training and Exercising

[Transit agency should formulate an SSEP Program training and exercising plan taking into account the considerations identified below]

1. This section should describe basic and refresher security- and emergency-related training programs for personnel with associated responsibilities
2. Description of all security-related training including refreshers for non-security staff provided, including content, duration, grading standards, and maintaining course content for each training class
3. Description of the process used to identify security-related training needs, to develop and present training classes, and to determine qualifications for instructors
4. This section should explain how the transit agency determines what training to offer and ensures that all individuals are trained appropriately. This should include a discussion of the required qualifications for instructors

3.5 Coordination with Local Public Safety Agencies

[Identify (by name and contact number) the local law enforcement, fire services, emergency medical services, and emergency planning agencies within the transit agency's service area]

To support improved emergency and incident preparedness and response, [NAME OF TRANSIT AGENCY] will participate in, at a minimum, one exercise or drill with local public safety organizations in order to:
Review current plans and policies
1. Identify current security and emergency considerations
2. Develop procedures (if necessary)
3. Establish and maintain ongoing communication

3.6 Coordination with Other Transit Agencies

[Identify (by name and contact number) transit agencies within your county or neighboring counties that may need to be contacted in the event of a critical incident]

[Draft Memorandum of Understanding (MOU) Re Coordination with First Responders in Appendix J]

Section 4: Threat/Vulnerability Process

Threat and vulnerability assessment offers [NAME OF TRANSIT AGENCY] the ability to identify critical assets and their vulnerabilities to threats, to develop and implement countermeasures, and to monitor and improve program effectiveness. This analysis is guided by clear investigation of three critical questions:

1. Which assets can we least afford to lose?
2. What is our responsibility to protect these assets?
3. Where do we assume total liability for risk, and where to we transfer risk to local public responders, technical specialists, insurance companies, and the Federal government?

4.1   Threat and Vulnerability Identification

The primary method used by [NAME OF TRANSIT AGENCY] to identify the threats to the transit system and the vulnerabilities of the system is the collection of incident reports submitted by drivers and supervisors and information provided by local law enforcement and contractors.

Information resources include the following:
1. Operator incident reports
2. Risk management reports
3. Bus maintenance reports
4. Marketing surveys
5. Passengers' letters and telephone calls
6. Management's written concerns
7. Staff meeting notes
8. Statistical reports
9. Special requests
10. Type of incidents
    a. Crimes against persons
    b. Crimes against property
    c. General incidents
11. Disposition of incidents (same as disposition of call for service)

The Vehicle Accident Prevention (VAP) Committee will review security information resources and determine if additional methods should be used to identify system threats and vulnerabilities such as a formal evaluation program to ensure that security procedures are maintained and that security systems are operable.

Security testing and inspections may be conducted to assess the vulnerability of the transit system. Testing and inspection includes the following three-phase approach:

- Equipment preparedness - To ensure that security equipment is operable and in the location where it belongs

- Employee proficiency - To ensure that employees know how and when to use security equipment
- System effectiveness - To evaluate security by employing security system exercises.

4.2   Threat and Vulnerability Assessment

The threats which are most likely to occur include the following disruptive incidents:
- Drunkenness
- Disorderly conduct
- Disputes
- Minor assaults

Other potential occurrences include:
- Fare evasion
- Loud radios/behavior
- Smoking
- Littering
- Eating/drinking

Threat and vulnerability resolution, and prevention of incidents: The VAP Committee will review current methods of threat resolution to determine if additional means can be identified to address security risks through three possible alternative approaches:

1. Eliminate
2. Mitigate
3. Accept

Each approach will be investigated by the VAP Committee to determine and develop a course of action acceptable by [NAME OF TRANSIT AGENCY] management.

[Example Threat and Vulnerability Assessment Forms in Appendix K]

Section 5: Evaluation and Modification of the SSEPP

5.1   Evaluation

5.1.1 Internal

The SSEPP is a "living document" and needs to address issues associated with system security and emergency preparedness on a timely and proactive basis. It is incumbent upon all appropriate personnel of the [NAME OF TRANSIT AGENCY] to constantly evaluate the effectiveness of the SSEPP as well as implementation. The SSEPP POC [ENTER TITLE] will work with the VAP to ensure that the SSEPP is evaluated for effectiveness [ENTER TIME FRAME].

5.1.2 External

The SSEPP POC [ENTER TITLE] will also serve as the agency liaison with external agencies involved in the auditing of existing procedures associated with the SSEPP. [liability insurers may want to audit the implementation of the SSEPP]

5.2   Modification and Update

During the internal or external evaluations, or based upon SSEP Program findings and activities, the [NAME OF TRANSIT AGENCY] will revise its SSEPP and supporting documentation and training to reflect new practices, policies, and procedures. The VAP is responsible for screening changes and modifications to facilitate ongoing revisions to keep the SSEPP current.

Appendix A Vehicle Safety Program Implications

Guidelines for Rural and Small Urban Vehicles Safety Program Plans

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
1	MANAGEMENT COMMITMENT	➢ Safety Policy Statement	➢ MEMORANDUM AUTHORIZING SYSTEM SECURITY AND EMERGENCY PREPAREDNESS (SSEP) PROGRAM
2	COMPLIANCE RESPONSIBILITIES	➢ Transit Manager ➢ Drivers, Mechanics and Others Operating Agency Vehicles (and volunteers) ➢ Vehicle Accident Prevention (VAP) Committee ➢ Safety Incentive Program(s)	➢ EXPANDED TO ADDRESS SSEP PROGRAM ➢ CREATION OF SSEP PROGRAM POINT OF CONTACT (POC) ➢ NEW RESPONSIBLITIES FOR VAP COMMITTEE ➢ SSEP PROGRAM AGENDA FOR QUARTERLY VAP COMMITTEE MEETINGS
3	DRIVERS – INITIAL HIRE	➢ Qualifications ➢ Initial Training	➢ COMMITMENT TO ADDRESS SSEP ISSUES IN HIRING
	QUALIFICATIONS	➢ Application ➢ Interviews ➢ Physical Requirements ➢ Age ➢ Knowledge of English ➢ Driver Licensing ➢ Operating Skills ➢ Criminal Record Checks ➢ Ability to Perform Simple Math ➢ Reasonable Knowledge of the Service Area and Ability to Read Basic Maps ➢ A Road Test Given by a Designated Agency Supervisor is Required ➢ A written Driving Skills Test is Required	➢ EXPANSION OF NEW HIRE BACKGROUND CHECK ➢ EXPANSION OF NEW HIRE APPLICATION PROCESS TO EMPHASIZE IMPORTANCE OF SAFETY, SECURITY AND EMERGENCY PROCEDURES

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
	INITITAL TRAINING	➤ Agency Policies and Procedures ➤ Federal and State Guidelines and Regulations ➤ Pre- and Post-Trip Inspections ➤ Vehicle Familiarization ➤ Basic Operations and Maneuvering ➤ Special Driving Conditions ➤ Backing ➤ Bad Weather ➤ Boarding and Alighting Passengers ➤ Defensive Driving Course (DDC) ➤ Passenger Assistance Training – Driver Training ➤ On Road	➤ ADDITIONAL TRAINING TO ADDRESS SECURITY AWARENESS, REPORTING SUSPICIOUS ACTIVITY, REPORTS AND DOCUMENTATION, AND PRE- AND POST-TRIP INSPECTIONS
4	**DRIVERS – ONGOING SUPERVISION AND TRAINING**	➤ Training - Refresher/Retraining ➤ Evaluation and Supervision ➤ Motor Vehicle Record Checks ➤ Annual Physical Examination ➤ Safety Meetings ➤ Seat-belt Usage ➤ Discipline/Recognition ➤ Preventable Accidents/Injuries	➤ ADDITIONAL REFRESHER TRAINING AND "PROFICIENCY TESTS" FOR KNOWLEDGE OF EMERGENCY PROCEDURES ➤ ADDITIONAL RESPONSIBLITIES FOR SUPERVISION

5	**EMERGENCY DRIVING PROCEDURES**	➤ Emergency Driving Procedures
		➤ Accident Causes
		   o Slippery road surfaces
		   o Driving at night
			➤ EXPANSION OF EMERGENCY PROCEDURES TO INCLUDE ADDITIONAL SECURITY AND EMERGENCY CONDITIONS
			➤ EXPANSION OF EMERGENCY PROCEDURES

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		

		o Driving through water
		o Winter driving
		o Driving in very hot weather
		➤ Vehicle Breakdowns and Unavoidable Stops
		➤ Vehicle Fire/Evacuation
		➤ Hold Up/Robbery
		➤ Natural Disasters
		   o Tornado
		   o Flood procedures - vehicle
			TO INCLUDE SUPPORT OF COMMUNITY RESPONSE TO A MAJOR EVENT OR EMERGENCY
			➤ EMERGENCY TRAINING AND EXERCISING

6	PASSENGER SAFETY	➤ General Guidelines ➤ Seat-belts ➤ Child Safety Seats ➤ Mobility Device Securement and Passenger Restraint Systems ➤ Difficult Passengers ➤ Medical Condition ➤ First Aid ➤ Bloodborne Pathogens/Infection Control	➤ EXPANSION OF PROCEDURES FOR MANAGING DIFFICULT PASSENGERS ➤ CLARIFICATIONS REGARDING FIRST AID AND BLOODBORNE PATHOGENS/INFECTION CONTROL
7	VEHICLES & EQUIPMENT	➤ Vehicles & Equipment ➤ Preventive Maintenance ➤ Program Development ➤ Preventive Maintenance Needs ➤ Preventive Maintenance Program ➤ Format for Preventive Maintenance Program for Transit Vehicles ➤ Master Vehicle Service and Repair Record	➤ EXPANSION OF VEHICLE SECURITY PROCEDURES ➤ EXPANSION OF MAINTENANCE PROCEDURES FOR IDENTIFYING AND REPORTING VANDALISM, SUSPICIOUS SUBSTANCES, OR VEHICLE TAMPERING

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		

		Maintenance History
		➢ Preventive Maintenance Intervals
		   ○ A Level Inspection
		   ○ B Level Inspection
		   ○ C Level Inspection
		➢ Pre- & Post-Trip Inspections
		➢ Emergency Equipment on Vehicles and Usage
		➢ Use of Emergency Equipment on Vehicles
		➢ Vehicle Procurement
		   ○ Exterior
		   ○ Visibility
		   ○ Interior
		➢ Vehicle Security
		➢ Vehicle Safety In and Around the Shop or Yard
			➢ EXPANSION OF VEHICLE PROCUREMENT PROCEDURES TO ADDRESS SECURITY TECHNOLOGY

8	ACCIDENT MANAGEMENT	➢ Accident Documentation Packet ➢ Accident Notification Procedures – driver responsibility ➢ Accident Investigation – management responsibility ➢ Accident Investigation Kit ➢ Reconstruction & Analysis ➢ Drug and Alcohol Tests ➢ Media Relations and Crisis Communication After an Accident	➢ ADDITIONAL TOOLS FOR ACCIDENT DOCUMENT PACKET TO ADDRESS SECURITY ➢ ADDITIONAL TOOLS FOR MEDIA RELATIONS
9	INSURANCE	➢ Dealing with Adjusters	➢ ADDITIONAL CONSIDERATIONS FOR

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	**TITLE**		
	CLAIMS AND LITIGATION MANAGEMENT	➢ Dealing with Attorneys – ours/theirs	COVERAGE

	DAY TO DAY OPERATIONS – MONITORING FOR SAFETY	➢ Record Keeping
		➢ Keeping Informed
		   o Websites
		   o Publications
			➢ ADDITIONAL REPORTS FOR SECURITY-RELATED INCIDENTS

Appendix B

SECURITY BASELINE PLANNING WORKSHEET	Yes	No	Notes
Has Executive Management accepted responsibility for the management of security vulnerabilities during the design, engineering, construction, testing, start-up and operation of the transit system?			
Has Executive Management endorsed a policy to ensure that security vulnerabilities are identified, communicated, and resolved (or accepted) through a process that promotes accountability for decision-making?			
Does your agency have clear and unambiguous lines of authority and responsibility for ensuring that security is addressed at all organizational levels within the operation (including contractors)?			
Does your agency have access to personnel with security management experience, knowledge, skills, and abilities?			
Does your agency ensure that resources are effectively allocated to address security considerations?			
Is the protection of passengers, employees, contractors, emergency responders and the general public a priority whenever activities are planned and performed at the agency?			
Wherever possible, does your agency guide design, engineering, and procurement activity with an agreed-upon set of security standards and requirements (including design criteria manuals, vehicle specifications, and contracting guidelines)?			
Does your agency routinely evaluate its capabilities to provide adequate assurance that the public, and employees are protected from adverse consequences?			
Has your agency committed to developing security mitigation measures to prevent and manage security vulnerabilities?			
Has your agency appropriately documented its security measures in plans, procedures, training, and in project requirements, specifications and contracts?			
Does your agency have a formal System Security Program, documented in a System Security Program Plan (Security Plan)?			
If "yes," is the Security Plan current, reflecting current security operations and system configuration?			
If "no," does your agency have plans in place to develop a Security Plan?			
If "no," prepare a brief list of all activities performed at your agency that address security concerns (for example, include facility access control; procedures for handling difficult people; workplace violence program; bomb threat management plan; procedures for identifying and reporting suspicious activity; facility and vehicle evacuation and search procedures; coordination with local law enforcement, etc.)			ATTACH LIST

GENERAL EMERGENCY RESPONSE CAPABILITIES	Yes	No	Notes
Does your agency have an Emergency Plan?			
Does your agency have Emergency Operating Procedures?			
Does your agency have an Incident Response Plan for Terrorism, as an appendix to the Emergency Plan or as a separate plan?			
Does your agency coordinate with local public safety organizations on the development, implementation and review of the Emergency Plan and procedures?			
Does your Emergency Plan specify use of the Incident Command System?			
Have your employees been trained in the Emergency Plan and Procedures?			
Does your agency conduct routine drills, table-tops and refresher training?			
Does your agency coordinate its drilling and training for emergency response with local public safety organizations?			
Does your agency conduct briefings of after-action reports to assess performance during the drill or exercise and identify areas in need of improvement?			
Have members of your agency participated in Domestic Preparedness Training Programs sponsored by the Federal government (FEMA, FBI, DOD, etc.)?			
PREVIOUS EXPERIENCE			
Has your agency experienced an emergency in the last 12 months?			
If" yes," were you satisfied with the agency's level of response?			
Has your agency received a bomb threat in the last 12 months?			
Has your agency evacuated in its facilities in the last 12 months as the result of a bomb threat?			
Has your agency conducted a physical search of a facility in response to a bomb threat?			

Points of Emphasis

1. *Awareness* - Train all security and maintenance personnel to spot suspicious-looking or unfamiliar people or objects.

2. *Communication* - Teach employees and/or tenants the importance of awareness; encourage them to identify and report anything that appears out-of-the-ordinary.

3. *Screening* - Develop and implement systems for identifying and controlling visitor access to the building.

4. *Inspection* - Establish strict procedures for the control and inspection of packages and materials delivered to the building, particularly those intended for critical areas.

5. *Procedures* - Instruct all personnel, particularly telephone switchboard or reception personnel, on what to do if a bomb threat is received.

6. *Surveillance* - Instruct security and maintenance personnel to routinely check unattended public or open areas, such as rest rooms, stairways, parking garages and elevators.

7. *Lighting* - Make sure that all of the facility's access points are well-lit.

8. *Systems Awareness* - Unexpected interruptions in the building's fire or security systems may not be coincidental; train personnel to identify and address them immediately.

9. *Local Authorities* - Contact local government agencies to determine their procedures for dealing with bomb threats, search, removal and disposal.

10. *Contingency* - Assure adequate protection and off-site backup for classified documents, proprietary information, critical records and activities essential to the operation of your business.

Appendix C

Emergency Response Planning, Coordination, and Training Considerations

1. Emergency Response planning, coordination, and training is formalized and documented, and identifies responsibilities of employees by function
2. Service continuation, restoration / recovery plan developed
3. Emergency drills and table-top exercises scheduled on a regular basis
4. Coordination and training with outside agencies, including:
    a. Fire / rescue units; Hospitals; Police; Hazardous materials / Environmental agencies / Regional Office of Emergency Management
5. Media relations / information control procedures and policies established (internal and external to agency)
6. Documentation of drills maintained; drill critiques held; recommendations recorded with follow-up
7. Emergency procedures reviewed by Management on a regular basis and updated as needed
8. Procedure revisions and updates incorporated into evacuation procedures; SOPs developed for signature(s) and distribution
9. Regular assessments of employee proficiency conducted
10. Emergency contacts list developed / current / and responsibility for call-outs identified
11. Emergency evacuation routing for transit vehicles developed
12. Employees issued quick reference guidelines for emergency situations
13. Support systems developed to provide post-incident support to customers and employees
14. Regular functional testing / inspection of emergency support equipment and systems
15. Pre-determination of factors that would require partial or full service shut-down
16. Contingency plans for loss of electrical power and radio or phone communications

System Security Considerations

1. Security Plan established, which addresses all operations modes and contracted services
2. System security responsibilities and duties established
3. Personal safety awareness/education programs for passengers and employees and community outreach
4. Security equipment regularly inspected, maintained and functionally tested; including personal equipment issued to security personnel
5. Contingency SOPs developed; drills and table-top exercises conducted for extraordinary circumstances:
    a. Terrorism (including chemical/ biological agents/ weapons of mass destruction); Riot / Domestic unrest; Catastrophic natural events; and System-wide communications failure
6. Planning, coordination, training and mutual aid agreements with external agencies (state, local police, FBI and other federal agencies)
7. Security SOPs reviewed on a regular basis and updates made as needed to Security Plan
8. Security equipment installed, inspected, and maintained to monitor trespass activities
9. Data collection established for all security issues / incidents; analysis performed and recommendations made; document control established, including follow-up
10. Security risk/vulnerability assessments conducted, documented and reviewed
11. Contingency plans for loss of electrical power and radio or phone communications
12. Standard Operating Procedures for critical incident command, control, and service continuation/ restoration
13. Security training provided to all staff levels (from front-line "eyes and ears" concept to professional level security training)
14. Background checks on employees and contractors (where applicable)
15. Regular assessments of employee security proficiencies conducted
16. Employees issued quick reference guidelines for security situations
17. Emergency contacts list developed / current / and responsibilities for call-outs identified
18. Visitor, deliveries and contractor facility access procedures developed / visible identification required
19. Concepts of crime prevention through environmental design (CPTED) applied in reviews of facilities and in new design and modifications
20. Security checklists developed and regularly used for verifying status of physical infrastructure and security procedures
21. Agency employees identifiable by visible identification and/or uniform
22. Policy and procedures in place for facilities key control

Appendix D Bomb Threat Checklist and Procedures

Bomb Threat Checklist

Exact time and date of call: _____

Exact words of caller: _____

_____

_____

_____

Voice	**Accent**	**Manner**	**Background Noise**
☐ Loud	☐ Local	☐ Calm	☐ Factory Machines
☐ High Pitched	☐ Foreign	☐ Rational	☐ Bedlam
☐ Raspy	☐ Race	☐ Coherent	☐ Music
☐ Intoxicated	☐ Not Local	☐ Deliberate	☐ Office Machines
☐ Soft	☐ Region	☐ Righteous	☐ Mixed
☐ Deep	☐ Other	☐ Angry	☐ Street Traffic
☐ Pleasant		☐ Irrational	☐ Trains
☐ Other		☐ Incoherent	☐ Animals
		☐ Emotional	☐ Quiet
		☐ Laughing	☐ Voices
		☐ Other	☐ Airplanes
			☐ Party Atmosphere
			☐ Other

Language	**Speech**	**Familiarity with Threatened Facility**
☐ Excellent	☐ Fast	☐ Much
☐ Fair	☐ Distinct	☐ Some
☐ Foul	☐ Stutter	☐ None
☐ Good	☐ Slurred	
☐ Poor	☐ Slow	
☐ Other	☐ Distorted	
	☐ Nasal	
	☐ Lisp	
	☐ Other	

Questions to Ask the Caller

When is the bomb going to explode?

Where is the bomb?

What does it look like?

What kind of bomb is it?

What will cause it to explode?

Did you place the bomb?

Why did you place the bomb?

Where are you calling from?

What is your address?

What is your name?

Observations

If the voice is familiar, whom did it sound like?

Were there any background noises?

Telephone number call received at:

Person receiving call:

Any additional remarks:

Bomb Threat Procedures

In recent years the use and threatened use of explosives in our society has increased at an alarming rate. Organizations must prepare a plan of action to respond effectively. This brief provides guidelines that will assist transit agencies in developing a procedure specific to their particular environment.

Steps to Be Considered

When faced with a bomb threat, the primary concern must always be the safety of passengers, employees, and emergency responders. Many transit agencies already have a disaster or emergency procedure for responding to smoke, fire, or medical emergencies in stations, administrative facilities, and shops/yards. Several aspects of these procedures remain viable in a bomb threat procedure.

However, new problems must be addressed when a bomb threat is received. For example, in the instance of a fire, effort is directed at evacuating the occupants in a quick and orderly manner. In the case of a bomb threat, if evacuation is initiated, the exit routes and assembly areas should be searched prior to vacating the premises. The potential hazard remains when a building is evacuated before a search has been made. Personnel cannot safely re-occupy the building and resume normal activities until a search has been conducted. Such problems require a procedure with 7 logical steps:

- Step 1: Threat Reception
- Step 2: Threat Evaluation
- Step 3: Search Procedure
- Step 4: Locating Unidentified Suspicious Objects
- Step 5: Evacuation Procedure
- Step 6: Re-occupation of Building
- Step 7: Training of Essential Personnel

Each of these steps is discussed below:

Step 1: Threat Reception

Threats are transmitted in several ways:

Telephone Threats (threat to detonate explosive is phoned into system)

- Caller is the person who placed the device
- Caller has knowledge of who placed the device
- Caller wants to disrupt system operation

Written Threats (threat to detonate explosive is written into system)
- May be more serious than phoned-in threats
- Written threats are generally more difficult to trace than phoned-in threats

Letter and Package Threats (suspicious package or letter is delivered to agency)

- These threats serve a variety of purposes, but, generally, they are directed at specific system personnel rather than at the system as a whole.
- The personal motivations of the criminal may be more important in these types of threats

Bomb threats are normally transmitted by phone. The person receiving the call should be prepared to obtain precise information, including:

- The time the call was received and on which telephone number or extension
- The exact words of the person making the threat should be recorded
- Indicate whether it was a male or female voice and an approximate age
- Note any accent or speech impediment or slurring of speech which could indicate intoxication or an unbalanced condition
- Listen for the presence of any background noises such as traffic, music, or other voices
- Decide if the voice is familiar
- The person receiving the threatening call should be prepared to ask the caller certain questions if the information has not been volunteered:
  - Where is the bomb?
  - When is it going to explode?
  - What does it look like?
  - What kind of bomb is it?
  - Why did you place the bomb?
  - What is your name?

The caller may provide specific information by answering these questions. Often the type of person making a threat of this nature becomes so involved that they will answer questions impulsively. Any additional information obtained will be helpful to police and explosive technicians. To assist the person receiving the call, it is suggested a printed form be readily available. A sample is provided in Appendix D. Typically, this checklist is kept readily available to the transit dispatcher or administrative personnel most likely to receive such a threat.

Written and Letter/Package Threats should be treated as "suspicious objects" (see Step 4).

Step 2: Threat Evaluation

Two basic descriptions of threats can be identified:

- Non-specific threat: This is the most common type of threat, usually with little information given other than, "There is a bomb in your building."
- Specific threat: This threat is given in more detail. Reference is often made to the exact location of the device, or the time it will detonate.

Specific threats should be considered more serious in nature, requiring a more concerted effort in the response. The non-specific threat, however, cannot be ignored. A policy must be developed to respond effectively to both threat levels.

Certain actions should be taken regardless of the threat category:

- Notify law enforcement (whether internal transit police and/or security or local law enforcement)
- Notify management personnel
- Initiate the search procedure
- Search before evacuation of personnel (employee search)
- Search after evacuation of personnel (volunteer search)

Notification to internal and/or external law enforcement, security and management personnel should be prompt, and include as much detail as possible. The person who received the threatening call should be available immediately for interviewing. Copies of the completed threat checklist should be readily available to all who may need it.

The appropriate search procedure should be initiated. Searches in the transit environment – as in many other environments – have two major constraints:

- Radio communication cannot be used (it may detonate the device)
- The environment is specialized, therefore, it cannot be searched effectively by outsiders

To address these concerns, personnel who work in a particular area, or who are responsible for an area, should be used. Not only will these personnel provide a much more thorough search than outside responders, but they are knowledgeable concerning station or facility emergency communication systems, and can access "land line" telephones to manage communications more effectively during the search. A system that utilizes the employees – after evacuations have been ordered -- should always and only use volunteers.

The following criteria help determine what immediate action to take:

Factors favoring a search before the movement of personnel (occupant search):

- There is a high incidence of hoax telephone threats
- Effective security arrangements have been established
- Information in the warning is imprecise or incorrect
- The caller sounded intoxicated, amused, or very young
- The prevailing threat of terrorist activity is low

Factors favoring movement of personnel before searching (volunteer search):

- The area is comparatively open
- Information in the warning is precise as to the matters of location, a description of the device, the timing, and the motive for the attack

- A prevailing threat of terrorist activity is high

Step 3: Search Procedure

Pre-planning and coordination of employees are essential in implementing an effective search of transit premises, particularly for large stations and facilities. A central control mechanism is necessary to ensure a thorough and complete response. A printed station and/or facility schematic should be identified for each major transit facility. Wherever possible, stations should be divided into zones or sections (prior to the actual conduct of the search), and volunteer personnel – familiar with the zone or section – identified to support the search, by shift or position. Back-ups and supporting volunteers should also be identified for each zone or segment. A compendium of station/facility schematics should be available to those responsible for managing bomb threats and searches. Not only will these schematics support identification and assembly of the volunteer search team, but also, as the search is conducted, each area can be "crossed off" the plan as it is searched.

Areas that are accessible to the public require special attention during a search, and may be vitally important if an evacuation is to be conducted. The level of the search should be commiserate with the perceived threat level:

- An occupant search is used when the threat's credibility is low. Occupants search their own areas. The search is completed quickly because occupants know their area and are most likely to notice anything unusual.

- The volunteer team search is used when the threat's credibility is high. The search is very thorough and places the minimum number of personnel at risk. Evacuate the area completely, and ensure that it remains evacuated until the search is complete. Search teams will make a slow, thorough, systematic search of the area.

During the search procedure the question often arises, "What am I looking for?" The basic rule is: Look for something that does not belong, or is out of the ordinary, or out of place. Conduct the search quickly, yet thoroughly, keeping the search time to a maximum of 15 to 20 minutes. Both the interior and exterior of the station or facility should be searched.

Historically, the following areas have been used to conceal explosive or hoax devices in the transit environment:

Outside Station Areas	Inside Stations
• Trash cans • Dumpsters • Mailboxes • Bushes • Street drainage systems • Storage areas • Parked cars • Shrubbery • Newspaper stands	• Ceilings with removable panels • Overhead nooks • Areas behind artwork, sculptures and benches • Recently repaired/patched segments of walls, floors, or ceilings • Elevator shafts • Restrooms • Behind access doors • Crawl spaces • Behind electrical fixtures • Storage areas and utility rooms • Trash receptacles • Mail rooms • Fire hose racks

Depending on the nature of the threat, searches may expand to include transit vehicles. In extremely rare instances, dispatchers have instructed operators on certain bus routes or rail lines to immediately bring their vehicles to a safe location, deboard passengers, and walk-through the vehicle – looking for unidentified packages. In other instances, evacuated vehicles have been met by law enforcement officers, who actually conduct the search, including the vehicle undercarriage and rooftop areas.

Step 4: Locating an Unidentified Suspicious Package

If an unidentified or suspicious object is found, all personnel should be instructed (1) not to move it and (2) to report it to central dispatch or the search team leader immediately. The following information is essential:

- Location of the object
- Reason(s) suspected
- Description of the object
- Any other useful information – how difficult to secure area, evacuate, nearest emergency exits, etc.

Based on this information, decisions will be made regarding the following:

- Removal of persons at risk
- Establishment of perimeter control of the area to ensure that no one approaches or attempts to move the object

- Activities to establish ownership of the object. (In the event that legitimate property has been left behind in error prior to the bomb threat being received.)
- Assignment of someone familiar with the building and the area where the object is located to meet the Explosives Disposal Unit personnel on their arrival (in the event that they have been called)
- Continue implementation of search procedure until all areas have reported to the central control, as there may be more than one unidentified object

While volunteers and public safety personnel are conducting the search, and particularly while they are managing response to a suspicious package, they should keep in mind the following information:

- Improvised Explosive Devices (IEDs) and other types of bombs inflict casualties in a variety of ways, including the following:

  -Blast over pressure (a crushing action on vital components of the body; eardrums are the most vulnerable)
  -Falling structural material
  -Flying debris (especially glass)
  -Asphyxiation (lack of oxygen)
  -Sudden body translation against rigid barriers or objects (being picked up and thrown by a pressure wave)
  -Bomb fragments
  -Burns from incendiary devices or fires resulting from blast damage
  -Inhalation of toxic fumes resulting from fires

- The following are four general rules to follow to avoid injury from an IED:

  -Move as far from a suspicious object as possible without being in further danger from other hazards such as traffic or secondary sources of explosion

  -Stay out of the object's line-of-sight, thereby reducing the hazard of injury because of direct fragmentation

  -Keep away from glass windows or other materials that could become flying debris

  -Remain alert for additional or secondary explosive devices in the immediate area, especially if the existence of a bomb-threat evacuation assembly area has been highly publicized

- Historically, perpetrators of bombings in the transit environment (in foreign countries such as Israel, France, India, and England) have used two tactics that intensify the magnitude of casualties inflicted by detonation of an explosive device:

- Perpetrators have detonated a small device to bring public safety personnel to the site; a larger, more deadly device has detonated some time after the first device, thereby inflicting a large number of casualties on the first responder community.

- Perpetrators have used a real or simulated device to force the evacuation of a facility only to detonate a much more substantial device in identified bomb-threat evacuation assembly areas. These attacks are especially harmful because the evacuation assembly areas often concentrate transit personnel and passengers more densely than would otherwise be the case.

Step 5: Evacuation Procedure

If an unidentified object is found, a quiet and systematic evacuation from the area should be conducted. Prior to evacuation, all areas used in the evacuation route must be searched: stairwells, corridors, elevators, and doorways. When these areas have been checked, volunteer personnel should be assigned to direct other personnel along the searched exit routes.

As a general guideline, evacuation should be to a minimum distance of 300 feet in all directions from the suspicious package, including the area above and below the site, giving regard to the type of building construction (thin walls, glass) and the size of the suspicious package. Elevators should not be used to evacuate people under normal circumstances. A power failure could leave them trapped in a hazardous area. Attention should be paid to the need for special transportation requirements of persons with disabilities.

The essential task in evacuation procedures is to direct people to quietly leave the premises, using tact and power of suggestion, in an effort to maintain control and avoid panic. Once a complete or partial evacuation has taken place, there must be some form of accounting for all personnel. This may be a difficult task, but a necessary one to ensure the safety of all personnel.

Assembly areas should be pre-selected and well-known to personnel. Establish a clearly defined procedure for controlling, marshalling, and checking personnel within the assembly area. If possible, for major transit stations, assembly areas should be coordinated with local police in advance. Assembly areas are selected using the following criteria:

- Locate assembly areas at least 300 feet from the likely target or building (if possible).

- Locate assembly areas in areas where there is little chance of an IED being hidden. Open spaces are best. Avoid parking areas because IEDs can be easily hidden in vehicles.

- Select alternate assembly areas to reduce the likelihood of ambush with a second device or small-arms fire. If possible, search the assembly area before personnel occupy the space.

- Avoid locating assembly areas near expanses of plate glass or windows. Blast effects can cause windows to be sucked outward rather than blown inward.

- Select multiple assembly areas (if possible) to reduce the concentration of key personnel. Drill and exercise personnel to go to different assembly areas to avoid developing an evacuation and emergency pattern that can be used by perpetrators to attack identifiable key personnel.

Step 6: Re-Occupation of Station/Facility

Re-occupation of the building is a decision that must be made by an appropriate transit agency or law enforcement official. If the evacuation was made without a search, the premises should be searched before re-occupation.

Step 7: Training

Any effective threat procedure must be accompanied with an adequate training program. Training the essential personnel should encompass both the preventative and operational aspects of the procedure. Prevention can be accomplished through employee awareness, developing good housekeeping habits, and being on the alert for suspicious items and persons.

Operational training may include lectures by transit police and security instructional staff or guest speakers, in-service training classes, and practical training exercises. Evacuation and search drills should be performed periodically under the supervision of transit police or local law enforcement. Coordination with local law enforcement is particularly important for those small agencies with no internal security.

Conclusion

Considering recent events, it is advisable to consider all threats serious. A well-prepared and rehearsed plan will ensure an effective, quick search with minimal disruption of normal operation. Panic and possible tragedy can be avoided. Appropriate security, heightened employee and passenger awareness, and good housekeeping controls will identify many potential problems.

Appendix E Sample Emergency Telephone Directory

YUBA COUNTY:

Emergency Services (OES):	741-6254/6255
Sheriff/Coroner:	911/741-6331
Marysville Police:	741-6621
Wheatland Police:	633-2821
Health Dept.:	741-6366
Animal Control:	741-6478
Mental Health Services:	822-7200
Crisis Line:	673-8255

SUTTER COUNTY:

Emergency Services (OES)	822-7370
Sheriff/Coroner:	911/822-7307
Yuba City Police:	822-4661
Health Dept.:	822-7225
Animal Shelter:	822-7375
Mental Health Services:	822-7200
Crisis Line:	673-8255

MEDICAL CENTERS:

Rideout Emergency:	749-4511/4300
Peachtree Clinic:	749-3242
Sutter Co. Med. Clinic:	822-7215
DelNorte Clinic:	743-4611
Mental Health Services:	822-7200

Appendix F Sample Types of Exercises

Experience shows that exercises are the most practical, efficient, and cost-effective way to prepare for disasters and crises. The aim for any transit agency should be to develop a progressive exercise program, a long-term approach in which exercises are planned, conducted, and evaluated as building blocks to competency in crisis management.

There are two principal benefits of such a program. First, people practice their roles and gain proficiency in crisis management. Second, the coordination among transit providers and local emergency response agencies is improved. These benefits arise not from exercising alone, but from evaluating the exercise and acting upon those results. An exercise has value only when it leads to individual and/or collective improvement.

Key terms used in the development of exercises include the following:

- Progressive Exercise Program: A commitment from the transit provider and community public safety agencies to plan and conduct increasingly more challenging exercises over a period of time, to achieve and maintain competency in executing the local crisis management plan.

- Objective: A goal expressed in simple, clear, specific, and measurable terms. Serves as the foundation of all exercise planning.

- Scenario: The overall outline of how an exercise will be conducted. Includes the narrative, major/detailed sequence of events, problems or messages, and expected actions. Often used interchangeably with the term narrative.

- Narrative: A word "picture" that includes all essential elements of information concerning the incident used to initiate an exercise.

Types of exercises include the following:

- Drill: Supervised activities that test, develop, or maintain skills in a single response procedure (such as: communications, notification, lockdown, fire) and the possible or probable interaction with local government agency functions (such as: incident command posts, rescue squad entry, police perimeter control) which will involve actual field response. Helps prepare for more complex exercises in which several functions are coordinated and tested.

- Exercise: An activity designed to promote emergency preparedness; test or evaluate emergency operations, policies, plans, procedures or facilities; train personnel in emergency duties; and demonstrate operational capabilities.
-
- Full-Scale Exercise: Evaluates the operational capability of emergency response management systems in an interactive manner. Includes the mobilization of emergency

personnel and resources required to demonstrate coordination and response capability. Tests total response capability as close to a real emergency as possible.

- Functional Exercise: A fully simulated interactive exercise; tests one or more functions in a time-pressured realistic simulation; focuses on policies, procedures, roles, and responsibilities.

- Orientation Seminar: An informal discussion designed to familiarize participants with roles, plans, and procedures, and resolve questions of coordination and assignment of responsibilities.

- Tabletop Exercise: Simulates an emergency situation in an informal, stress-free environment. Designed to elicit discussion as participants examine and resolve problems based on existing crisis management plans.

Appendix G Reporting Criminal Activity

If you observe a crime in progress or behavior that you suspect is criminal, immediately notify [dispatch or local police]. Report as much information as possible including:

Activity: What is happening? (In plain language and with as few assumptions as possible)

Description of Involved People: For each involved person, provide:

- Height
- Weight
- Gender
- Clothing
- Weapons
- Distinguishing characteristics

Location: Describe exactly where the criminal activity is occurring. If the activity is "moving," describe the direction of travel.

Vehicle: If a vehicle is involved, please provide the following:

- Color
- Year
- Make
- Model
- License

DO NOT APPROACH OR ATTEMPT TO APPREHEND THE PERSON(S) INVOLVED.

Stay on the telephone with the police dispatcher and provide additional information as changes in the situation occur, until the first police officer arrives at your location.

Appendix H Emergency Action Plan

COMPANY:

ADDRESS:

I. EMERGENCY PLAN COORDINATOR

NAME:

TITLE:

DEPARTMENT:

TELEPHONE NO:

II. PREFERRED MEANS OF REPORTING FIRES AND OTHER EMERGENCIES

Type of Emergency:

Reported By:

Fire

Explosion

Tornado/Weather

Bomb Threat

Chemical Spill/Leak

Violence

Medical

Other

ELEMENTS

A. Emergency Escape Procedures and Routes

Emergency escape procedures and route assignments have been posted in each work area, and all employees have been trained by designated supervisors in the correct procedures to follow. New employees are trained when assigned to a work area. A sample escape procedure and escape route sheet of the type posted in work areas should be developed. (Identify and attach floor plan and escape route).

B. Procedure for Employees Who Remain to Operate Critical Operations Before They Evacuate

A single procedure should be developed that describes operations, procedures, and personnel required in order for critical operations to be performed before the assigned personnel evacuate during emergency situations. A description of the special training provided should also be included.

C. Employee Accountability Procedures after Evacuations

Each supervisor is responsible for accounting for all assigned employees, personally or through a designee, by having all such employees report to a predetermined designated rally point and conducting a head count. Each assigned employee must be accounted for by name. All supervisors are required to report their head count (by name) to the Emergency Evacuation Coordinator.

D. Rescue and Medical Duties

Specific rescue and medical duties have been assigned to designated individuals. These personnel have received special training and instructions for properly carrying out these assignments.

E. Alarm System

Alarm systems for notifying all employees in case of an emergency are:

When so required by specific OSHA Standards, the organization will comply with OSHA Standard 1910.165, Employee Alarm Systems.

F. Training

The following personnel have been trained to assist in the safe and orderly emergency evacuation of other employees.

Name	Title	Work Area	Special Assignment

Training is provided for employees when:
1. The plan was initiated
2. Responsibilities change
3. New employees are hired or transferred

III. EMERGENCY SHUTDOWN PROCEDURES

During some emergency situations, it will be necessary for some specifically assigned and properly trained employees to remain in work areas that are being evacuated long enough to perform critical operations. These assignments are necessary to ensure proper emergency control.

Assignments

Work Area   **Name**   **Job Title**   **Description of Assignment**

_____

_____

_____

_____

IV. SPECIAL TRAINING

The preceding individuals have received special instructions and training by their immediate supervisors to ensure their safety in carrying out the designated assignments. A training record describing the instructions provided and the detailed procedures to be followed is maintained in the Emergency Plan and Fire Protection Plan Coordinator's Office.

Emergency and Fire Protection Plan Coordinator:

Name: Date:

_____

_____

_____

_____

V. EMPLOYEE ACCOUNTABILITY PROCEDURES FOLLOWING AN EMERGENCY EVACUATION

Each supervisor is responsible for accounting for each assigned employee following an emergency evacuation. This will be accomplished by performing the procedures established for such an eventuality.

VI. EMPLOYEE ACCOUNTABILITY

1.   Rally points have been established for all evacuation routes and procedures. These points are designated on each posted work area escape route.

2. All work area supervisors and employees must report to their designated rally points immediately following an evacuation.

3. Each employee is responsible for reporting to his or her supervisor so that an accurate head count can be made. Supervisors will check off the names of all those reporting and will report those not checked off as missing to the Emergency Evacuation Coordinator.

4. The Emergency Evacuation Coordinator will be located at one of the following locations:

   A. Primary Location:
   B. Secondary Location:

5. The Emergency Evacuation Coordinator will determine the method to be utilized to locate missing personnel.

VII. RESCUE AND MEDICAL DUTIES

It may become necessary in an emergency to rescue personnel and perform some specified medical duties, including first-aid treatment. All employees assigned to perform such duties will have been properly trained and equipped to carry out their assigned responsibilities properly and safely.

Assignments

Name	Location	Special Assignment	Special Training Provided

Special Instructions and Procedures

All personnel performing emergency rescue and medical duties must follow these instructions:

_____

_____

_____

_____

_____

_____

Appendix I
EXAMPLE EMERGENCY PROCEDURES

This appendix was taken directly from the <u>Transportation Services Handbook</u> of the American Red Cross, Kansas Chapter. It provides example language which the Red Cross uses to address various types of emergencies. The language will need to be modified to suit other agencies.

ENVIRONMENTAL AND OTHER EMERGENCIES

<u>EXTREME HEAT</u>

If a heat wave is predicted or happening, please adhere as much as possible to the following guidelines:
1. Slow down and try to avoid strenuous activity.
2. Stay in air conditioning as much as possible, either in your vehicle or in a building.
3. Wear lightweight, light-colored clothing, which reflects away heat.
4. Drink plenty of water regularly and often. Drink plenty of fluids even if you do not feel thirsty.
5. Avoid drinks with caffeine since they make the heat's effects on your body worse.
6. Eat small meals and eat more often. Large meals and food high in protein actually increase metabolic heat.

<u>THUNDERSTORMS</u>

1. Dispatcher will notify vehicles with radios of any watches or warnings.
2. Keep your radio tuned to local news and weather for advisories and information.
3. Keep an eye on the sky. Look for darkening skies, lightning or increased wind. If you can hear thunder, you are close enough to the storm to be struck by lightning.
4. If severe storm happens, find shelter in a building or vehicle. Keep car windows closed. A building is much preferred if you can safely get to one.
5. After storm passes, keep tuned to local radio stations and steer clear of any possible damaged areas.
6. Check in with dispatcher, if possible, for further instructions.

FLASH FLOODS

If it has been raining hard for several hours, or steadily raining for several days, be alert to the possibility of a flood.
- A flood WATCH means a flood is possible.
- A flood WARNING means flooding has already started or will be occurring soon.

Please follow these guidelines for a flood watch or warning:

1. If a flood Watch is issued, you will be notified by the Dispatcher. Listen to local radio and if told to evacuate a certain area, do so as soon as possible, making every effort to protect yourself and any passengers you may have with you.
2. If a flood Warning is issued, dispatcher will advise you to return to base immediately, if safe to do so.
3. If there is no time to return to base, move to higher ground away from rivers, streams, creeks and storm drains.
4. Do not drive around barricades since they have been placed to keep you out of a hazardous area.
5. If your vehicle stalls in rapidly rising water, abandon it immediately and climb to higher ground, again making every effort to protect yourself and any passengers you may have with you.
6. Do not drive through floodwaters. They may look shallow, but looks can be deceptive. The swift current of even a few inches of water can sweep your vehicle away and turn it over on its side or top, trapping you and any passengers inside.

TORNADOES

1. When a tornado watch is issued, stay tuned to local news and weather and keep in touch with base dispatcher.
2. Be alert to any changing weather conditions.
3. When tornado warning is issued:
    a. Go to lowest floor at the nearest inside shelter, if possible. If there is no basement, go to center hallway, away from windows or into a bathroom.
    b. Do NOT stay in your vehicle. During tornadoes, your vehicle is one of the worse places you could be. If there is no building available and you are outside, go to a low-lying area and lie flat. If others are in your vehicle, assist them first.
3. After storm is over, watch out for fallen power lines and stay out of damaged area.
4. Establish communication with base for further instructions.

WINTER STORMS

1.   Stay tuned to local news on radio and keep in touch with base dispatcher.
2.   Be alert to changing weather conditions if you do drive.
3.   Wear several layers of lightweight clothing, which will keep you warmer. Wear gloves or mittens and something on your head, which will prevent loss of body heat. Cover your mouth when it is cold to protect your lungs.
4.   A winter storm WATCH means a winter storm is possible in the area. Please let the Transportation Office know if you are uncomfortable driving with an issued storm watch. If you do drive, keep your vehicle radio on for dispatcher's instructions, or a cell phone turned on. Keep your radio tuned to local and regional weather.
5.   A winter storm WARNING means a winter storm is on the way. If you are driving out of town, please check with the Transportation Office or with Hospital Services to see if your run is still scheduled. If you are driving people in town, stay tuned for changing conditions and possible cancellations of your pick-ups and deliveries.
        a. If you get stuck in your vehicle, stay with your car and wait for help. DO NOT try to walk to safety unless you are in town and see an open business you can easily get to.
        b. As wind increases, so does the possibility of hypothermia. Be sure and cover any exposed skin when out in cold weather.
        c. Make sure your gas tank is full.
6.   A blizzard WARNING means strong winds, blinding wind-driven snow, and dangerous wind chills are expected. Medical Transportation and GNNP Transportation will not operate. Blood deliveries and pick-ups will probably be cancelled or other arrangements made. Keep in touch with the Transportation Office or Hospital Services for information.

EARTHQUAKES

Although unlikely, earthquakes can happen almost anywhere and there is a fault that runs through Kansas – The Humboldt fault. In the event of an earthquake, please follow these guidelines.

1.   If you are in a vehicle, slow down and drive to a place that is clear of buildings, trees and power lines. Stay inside vehicle until shaking stops.
2.   If you are inside a building, choose a safe place, such as under a sturdy table or desk or against an inside wall where nothing can fall on you. Protect your eyes by pressing your face against your arm. Stay indoors and way from windows until the shaking stops and it is safe to exit.
3.   If you are outside, find a clear spot away from power lines, buildings or trees and drop to the ground.
4.   When quake is over, check yourself and others for injuries. Watch for downed power lines or unsafe areas. Listen to local station for further general instructions and get in touch with Red Cross as soon as possible.

CHEMICAL EMERGENCIES

A major chemical emergency is an accident where hazardous amounts of chemicals are released into the air or water. These can happen underground, on railroad tracks or highways or at manufacturing plants. In the event of a chemical emergency, please follow these guidelines.

1.   Listen to the radio and follow the instructions. If you have a radio linked to base, the dispatcher will issue instructions.
2.   Get as far from the accident as possible and if necessary, find a safe place to take shelter.
3.   If an area of the city needs to be evacuated, listen to radio announcements for evacuation procedures and, if possible, stay in touch with base. Follow the evacuation routes broadcast and do not attempt to take a shortcut as this could put you in the path of danger.
4.   If you have passengers, follow the procedures that would keep both yourself and your passengers safe.
5.   Keep windows of vehicle closed and turn off all vents, heating and air conditioning systems.
6.   Some of the symptoms of chemical poisoning, whether by swallowing, touching, or breathing are: Difficulty breathing: changes in skin color; headache or blurred vision; dizziness; irritated eyes, skin, throat; unusual behavior; clumsiness or lack of coordination; stomach cramps or diarrhea. If you think you have been exposed to a toxic chemical, call the poison control center, EMS , 9-1-1, or dispatch at base, whichever applies to you.
7.   If you see or smell something that you think may be dangerous, or find someone who has been overcome with toxic vapors, your first job is to make sure that you and your passengers do not become victims. If you remain in a dangerous area and become ill or unconscious, you cannot help yourself or any others. Report the situation to 9-1-1 or call dispatch on the radio.

POSSIBLE OR CONFIRMED TERRORIST ATTACK

1.   Remain calm and be patient. Follow the advice of local emergency officials and listen to your radio for news and instructions. If possible, get in touch through your vehicle radio or cell phone with Red Cross.
2.   If a disaster occurs near you, check for injuries. Give first aid if possible and get help for seriously injured people. Remember to avoid direct contact with blood and other body fluids. Each vehicle should have a bag with disposable gloves, first aid kit and other items.
3.   If time allows, contact your family and let them know where you are.
4.   If there is terrorist activity that is an immediate threat, go to a public building and take shelter as quickly as possible. Public schools and hospitals are some of the best places to go.
5.   If you have passengers with you, assist them into a shelter.

6.   If you are told to evacuate the area or the city, listen to radio announcements for evacuation procedures and, if possible, stay in touch with base. Follow the evacuation routes broadcast and do not attempt to take a shortcut as this could put you in the path of danger.
7.   For large emergencies like these, you may hear a siren or the tone on the radio that you usually hear as emergency testing. Please keep your radio tuned to that station for information.

SUSPICIOUS LETTERS OR PACKAGES

1.   Any bag, container, letter or package in the vehicle that you can't identify as belonging to Red Cross, yourself, or one of your passengers, please exit the vehicle immediately.
2.   Stay calm.
3.   Call 9-1-1.
4.   Do not touch, shake or empty the contents.
5.   Keep hands away from mouth, nose and eyes.
6.   Lock the vehicle and wait until emergency responders arrive.
7.   Wash hands well with soap and water as soon as possible.
8.   Contact Transportation Office staff as soon as possible.

We certainly hope that none of the above emergency procedures have to be initiated. We know that as Red Cross volunteers, you will do your utmost to protect yourself and those you are responsible for, whether at home with family, or at work helping us carry out our mission.

Remember, the most important instruction for any emergency is to stay clam,

BLOODBORNE PATHOGENS

Bloodborne pathogens are viruses or other infectious agents that are carried by the blood. Two especially dangerous examples are HIV – Human Immune Deficiency Virus, and Hepatitis B virus. Infections from these bloodborne agents can be prevented by avoiding all contact with blood and other bodily fluids.

If you do come into contact with blood or other bodily fluids, report the incident immediately to staff in transportation office. Documentation of the circumstances under which your exposure or contact occurs must be done.

The most important safe guard against any possible exposure is to remember. DO NOT TOUCH BLOOD OR OTHER BODILY FLUIDS.

- If you have a person on board who starts to bleed, such as a dialysis patient, return the patient immediately to the facility where you picked them up. If you can, in the blood

spill kit that is located in your driver's bag, hand the person the absorbent paper toweling provided and have THEM hold it firmly over the site.

- If there is blood or other bodily fluids that have gotten in or on your vehicle, again report it immediately to Transportation Office staff and make sure Fleet Maintenance staff knows that such an occurrence has happened. Fleet Maintenance staff have been trained and have the means to safely and effectively clean up the potentially hazardous fluids. For staff safety and the safety of others using the vehicle, you MUST make sure to tell them BEFORE they touch the vehicle that such a spill has occurred.

- Prevention, Protections, Containment, Proper Clean Up and Documentation are absolutely essential to protect the health of you and others. Please be proactive in practicing safety in this area.

- American Red Cross has classes in Bloodborne Pathogens that we would encourage any of you to take. If you are interested please let Transportation Office staff know and we will find out when the next class is scheduled.

OVERALL PROCEDURES FOR TRANSPORTATION DEPARTMENT

1. When driving a Red Cross vehicle, you must have a valid Kansas driver's license in your possession.
2. When reporting for duty and upon completion of assignment, drivers are to check in and out of the Transportation Office.
3. Drivers are to check out with their trip sheets, clipboards and vehicle bags. Vehicle bags contain: Accident Report Forms; Blood Spill Clean-Up Kit: Note pad & Pencil; First Aid Kit.
4. Drive defensively and in a safe manner. You must keep your speed within legally set limits. Red Cross does not reimburse for any speeding violations.
5. Be safe, careful, and courteous. Open doors of vehicle and building to facilitate entrance and exit of your clients.
6. Seat belts are required for all persons in a Red Cross vehicle, whether they are in the front or back seat.
7. Donations are accepted. Place cash or check (made out to American Red Cross) in the envelope provided, with the persons name and address on the outside. Return to the Transportation Office.
8. Business hand radios are installed in most vehicles and are to be used strictly in accordance with FCC regulations.
9. Upon completion of your assignment, drive vehicle to Red Cross Service Center and check in with Fleet Maintenance staff.
10. For mechanical problems or operational failure of vehicles, fill out vehicle maintenance form and notify Transportation Office staff.
11. Inspect vehicle for safety before leaving base, making sure all lights, brakes, wipers fluid levels and other safety equipment is operating properly. You will

need to walk around your vehicle to verify your lights and signals are working. Inspect your vehicle for cleanliness at the end of your shift, making sure that it is at least as neat as it was at the start of the day's run. ALWAYS CHECK YOUR GAS LEVEL TO MAKE SURE THE TANK IS FULL.

12. At the end of your shift, lock vehicle and return keys and paperwork to the office. You may also leave vehicle in lot and leave keys with the garage attendant, or in the key drop box, located to the right of the garage door. Never leave the keys in the vehicle.

13. Do not schedule any future trips with the clients. Scheduling of trips must be made directly with the Transportation or Good Neighbor Nutrition office.

14. In the event of an accident, inspect the scene and condition of persons who may have been injured. Administer First Aid if necessary. There is a First Aid Kit and a Blood Spill Kit in your vehicle kit (instructions on next page). Use the radio in vehicle to report the accident to the Transportation Office. If radio is inoperative, use the nearest telephone.

15. An oversight committee, with paid and volunteer staff, will be reviewing accidents concerning all staff on a least a quarterly basis. This committee will be a subcommittee of the Midway-Kansas Chapter and Central Plains Blood Region's Risk Management Committee.

16. All Good Neighbor Nutrition vans and Medical vehicles are stored on the premises. No vehicle is to be left on any other property without written consent of management. Our vehicles are parked at the West end of the South lot. Vehicles undergoing repairs are left either in the garage or in the small lock-up area provided.

17. As part of the Coordinated Transit District (CTD) #12, we will be coordinating our operations, whenever possible, with other CTD #12 providers in order to reduce duplication of routes.

18. Surveys will be done annually of our ridership, either through the mail or by direct phone calls in order to provide feed back about the services we provide, including scheduling, availability, and customer service.

19. As part of CTD #12, we are willing to combine our scheduling activities with other agencies, when possible, to facilitate coordination of like transportation in order to reduce costs.

20. American Red Cross is willing to share vehicles with other CTD #12 and Paratransit agencies.

21. Any driver training sponsored by the Transportation Department of the American Red Cross is open to other CTD #12 and Paratranist operators for enrollment.

22. There are now 3 phones that are available for blood drivers who choose to check them out of the Hospital Services. They are available on an as-needed basis, particularly for long distance and/or night driving. For shorter trips, or it you have special needs, please reserve them ahead of time.

Appendix J
DRAFT MEMORANDUM OF UNDERSTANDING
LOCAL TRANSIT AGENCY AND COMMUNITY FIRST RESPONDERS
(as part of a local government Critical Incident Response Plan, for example)

Purpose: To establish specific agreement between transit agency staff and Community First Responders in the event of a community incident/emergency or an incident/emergency on board a transit vehicle or on transit agency property.

Policy/Authority: This Memorandum of Understanding is established by (XXX CITY/COUNTY) and covers and is agreed to by the following agencies: (POLICE, FIRE, EMERGENCY MANAGEMENT, ETC.).

Authority of Command:
1. The authority of command at any incident/emergency will lie with the first officer on the scene until such time as the officer assigned to the call arrives at the scene. At that point, the assigned officer is in command unless relieved by a supervisor or the (CHIEF MARSHAL), or if the office relinquishes command to another officer because of specialized skills or assignment.
2. Whenever the (CHIEF MARSHAL) is not available, the SUCCESSION STANDARD applies.

Definitions:
1. *Incident Command System (ICS)* – A standard organizational system for the management of emergencies. The purpose of the ICS is to bring people, communications, and information together to manage emergency situations. ICS provides common terminology and procedures to ensure effective coordination among a variety of agencies.
2. *Incident Commander* – The person that is responsible for the overall direction and control of a disaster or other emergency.
3. *Inner Perimeter* – The immediate areas of a disaster site or police emergency.
4. *Outer Perimeter* – The demarcation of the area subject to controlled access. Areas outside the Outer Perimeter are deemed safe and open to the public. The areas, inside the Outer perimeter is deemed unstable or dangerous.
5. *Operations Commander* – The person in charge of any operation unit handling an emergency. The operations commanders include the police supervisor, fire supervisor, medical director or public service coordinator. These individuals are under the direction of the Incident Commander.
6. *Safety Officer* – The officer assigned responsibility for assessing hazardous or unsafe situations and developing measures for assuring personnel safety. Although the safety officer may exercise emergency authority to take immediate action to address a critical safety issues, he/she normally works through the Incident of Operations Commanders.
7. *Staging Area* – Location away from the site for congregation of equipment and personnel.

8. *Temporary Morgue* – A facility established to temporarily store, process and identify the deceased at the scene of a disaster.

General Procedures:
1. The initial response to, and the containment of, the scene is the responsibility of the on-duty patrol officer. The assigned officer takes initial command of the scene and safety direct other responding units. The first officer's priorities are to request the proper resources and secure the inner perimeter.
2. The officer assuming command of an incident will identify his/her self as the Incident Commander (IC) to dispatch other responding units.
    The Incident Commander is responsible for:
    - Request for fire, rescue, or ambulance service
    - Evacuation of injured victims and bystanders
    - Establishment of an outer perimeter around the scene
    - Establishment of a command post and incident command.
    - Coordination and communication with other agencies
    - Selection of a primary and alternate staging area along with temporary morgue if needed.
    - Initial determination of how and where equipment and personnel should be distributed.
    - Arrange for special transportation needs which may be required.
    - Authorization for new media access, and news media policy.
3. Transfer of command will be face to face whenever possible. Transfer of command will occur when another agency has primary responsibility for the emergency, (such as fire, hazmat, etc.). Transfer may also occur if the supervisor or chief elect to assume command after arriving at the scene. Dispatch will be notified immediately.
4. The Incident Commander (IC) will implement the Incident Command System (ICS) to the extent needed to effectively manage the incident.
5. The Incident Commander will make use of a UNIFED Command whenever the incident spans multiple jurisdictions unless the agency commanders agree to a single Incident Commander.
6. The Town (or County) of (XXX) Incident Response Plan will be used for major emergencies occurring in the Town/County.

Interface/Coordination with Transit Agency:

1. In the event of an **incident/emergency on board a transit vehicle** or on transit agency property, the (XXX) Transit Agency will follow the following protocols:
    - Vehicle accident -
    - Personal injury to a passenger or pedestrian -
    - Violent passenger, driver, other employee, other -
    - Vehicle fire -
    - Other -

2. In the event of a **community incident/emergency** (such as flood, tornado, blizzard, fire, civil disturbance, terrorist attack, other disturbance) the XXX Transit Agency is available to assist as needed. This could include:
    - Assisting in the evacuation of citizens in the affected area,
    - Transporting First Responders to and from the scene
    - Using transit vehicles in the staging area as a protected environment for First Responders or victims of the incident/emergnecy
    - Evacuating the elderly and/or persons with disabilities to or from nursing home, or other care facilities
    - Other, as determined by agency management and/or the Incident Commander (IC).

3. The determination of the transit agency's response will be made by the Incident Commander in conjunction with the agency director or his/her designee.

4. Other

Appendix K

SAMPLE THREAT AND VULNERABILITY ASSESSMENT FORMS

CRITICAL ASSET THREAT AND VULNERABILITY ASSESSMENT

Assets	Criticality (Level of Impact in the Event of Loss)	
	People (1)	System (1)
Vehicles		
Buses/vans		
Administrative vehicles		
Radios		
Fareboxes		
Other		
Maintenance Area		
In-house		
Entrances/exits		
Restrooms		
Equipment		
Other		
Contractor		
Storage Lots		
Vehicles		
Entrances/exits		
Fuel areas		
Other		
Office Facilities and Equipment		
Office furniture		
Computers		
Communications systems		
Entrances/exits		
Restrooms		
Storage areas		
Revenue collection facilities		
Employee parking lots		
Other		
Transit Center		
Entrances/exits		
Common areas		
Restrooms		
Other		

Notes: 1) Rate as "High," "Medium," or "Low"

THREAT AND VULNERABILITY ASSESSMENT

Probability of Loss	Impact of Loss			
	1 Catastrophic	2 Very Serious	3 Moderately Serious	4 Not Serious
A - Certain				
B - Highly Probable				
C - Moderately Probable				
D - Improbable				

1A, 1B, 1C, 2A, 2B, 3A: Unacceptable-Management must take action (i.e. "high" and "serious")
1C, 2C, 2D, 3B, 3C: Acceptable - with Management action and/or monitoring (i.e. "medium")
3D, 4A, 4B, 4C, 4D: Acceptable - No action required (i.e. "low")

Transit Assets	Elements of Vulnerability	Current Levels of Protection	Assessment of Adequacy of Current Levels of Protection	Action Required? (Yes/No)
PRIORITIZED VULNERABILITY REPORT				
Vehicles				
Buses/vans				
Administrative vehicles				
Radios				
Fareboxes				
Other				
Maintenance Area				
In-house				
Entrances/exits				
Restrooms				
Equipment				
Other				
Contractor				
Storage Lots				
Vehicles				
Entrances/exits				
Fuel areas				
Other				
Office Facilities/Equipment				
Office furniture				
Computers				
Communications systems				
Entrances/exits				
Restrooms				
Storage areas				
Revenue collection facilities				
Employee parking lots				
Other				
Transit Center				
Entrances/exits				
Common areas				
Restrooms				
Other				

Appendix L

DRAFT MEMORANDUM OF EXECUTIVE APPROVAL

MEMORANDUM OF EXECUTIVE APROVAL

To: All Employees, Volunteers and Contractors
From: [NAME OF EXECUTIVE DIRECTOR]
Date: [DATE]
Subject: System Security and Emergency Preparedness Program

It is the objective of [NAME OF TRANSIT AGENCY], to provide safe, secure and reliable service for its passengers and employees. To demonstrate our commitment, [NAME OF TRANSIT AGENCY] has developed this System Security and Emergency Preparedness Program Plan (SSEPPP).

[NAME OF TRANSIT AGENCY] has a sincere concern for the welfare and safety of its employees (and volunteers and contractors) as well as the public it serves. The operation and maintenance of [NAME OF AGENCY] requires a continual emphasis on security, from the procurement of new systems and equipment, through the hiring and training of employees, to the management of the agency and the provision of service. The security function must be supported by an effective capability for emergency response, both to support resolution of those incidents that occur on transit property and those events that affect the surrounding community served by [NAME OF AGENCY].

This SSEP Program Plan describes the policies, procedures and requirements to be followed by management, maintenance and operating personnel in order to provide a secure environment for agency employees, volunteers, and contractors, and to support community emergency response. All personnel are expected and required to adhere to the policies, procedures, and requirements established herein and to properly and diligently perform security-related functions as a condition of employment or support for [NAME OF TRANSIT AGENCY].

[NAME OF TRANSIT AGENCY] management will provide leadership in promoting safety, security and emergency preparedness throughout the organization. The Executive Director and the Executive Staff will be continually and directly involved in formulating, reviewing and revising security and emergency preparedness policies, goals and objectives.

Each [NAME OF TRANSIT AGENCY] employee, volunteer and contractor is governed by the requirements and terms of this Plan, and must conscientiously learn and follow prescribed security and emergency rules and procedures. Each employee must operate safely, use equipment, tools and materials properly and be trained in the work rules and procedures for his/her areas of responsibility, including contingency plans for abnormal and emergency conditions. Each employee shall take active part in the identification and resolution of security concerns.

Supervisors shall actively participate in all activities regarding security and emergency preparedness; shall fully cooperate with the policies and objectives specified in this Plan; and shall receive the full cooperation and support of executive management in their activities for improved security and emergency preparedness.

_____   _____
Executive Director   Date

Appendix M

CONTACTS AND OTHER RESOURCES

Contacts

For additional information contact the following.

Pat Loose, Manager
Transit Unit
Colorado Department of Transportation
4201 E. Arkansas Avenue B606
Denver, CO 80222
303 757-9769
FAX 303 757-9727
Pat.Loose@dot.state.co.us

Rick Evans
RAE Consultants, Inc.
1029 E. 8th Avenue, Suite 807
Denver, CO 80218
303 860-9088
FAX 303 860-9087
Rick@RAEConsultants.com

Don Cover
FTA Region Office
216 16th Street Mall, #650
Denver, CO 80202
303 844-3242
FAX 303 844-4217
Don.Cover@fta.dot.gov

Harry Saporta
Office of Safety and Security
Federal Transit Administration
400 7th Street, SW, Room 9305
Washington, D.C. 20590
www.fta.dot.gov
www.volpe.dot.gov

Federal Emergency Management Agency
Contact phone number: 303 235-4800

Colorado Department of Public Health and Environment

Martin A. Stolmack
MCI/Counter-Terrorism Planning and Management
Colorado Department of Health and Environment
4300 Cherry Creek Drive South
Denver, CO 80246-1530
303 692-2988
martin.stolmack@state.co.us

Colorado Office of Emergency Management
Colorado Department of Local Affairs
Day time contact number: 303 272-1622
Emergency line: 303 279-8855

Colorado Regional Planners

Bob Wold 303 273-1778 FAX 303 273-1795	**Intermountain Region**: Boulder, Broomfield, Chaffee, Clear Creek, Douglas, Gilpin, Jackson, Jefferson, Grand, Lake, Park, and Summit counties
Steve Denney 970 248-7308 FAX 970 248-7317	**Northwest Region**: Moffat, Routt, Rio Blanco, Eagle, Garfield, Mesa, Delta, Montrose, Pitkin, Gunnison, San Miguel and Ouray counties
Kevin Kuretich 970 679-4503 FAX 970 669-7717	**Northeast Region**: Larimer, Weld, Logan, Morgan, Washington, Denver, Adams, Arapahoe, Elbert, Lincoln, Sedgwick, Philips, Yuma, Kit Carson and Cheyenne counties
Patricia Gavelda 970 247-7674 FAX 970 247-7032	**Southwest Region**: Dolores, Montezuma, La Plata, San Juan, Archuleta, Mineral, Hinsdale, Saguache, Rio Grande, Alamosa, Conejos and Costilla counties
Cindy Mohat 719 544-6563 FAX 719 545-1876	**Southeast Region**: Teller, El Paso, Fremont, Custer, Pueblo, Huerfano, Las Animas, Crowley, Otero, Kiowa, Bent, Prowers, and Baca counties

Colorado Local Emergency Managers and Sheriffs are listed at
www.dola.state.co.us/oem/localem.htm.

Other Resources

Additional technical resources include the following:

Title: **Transit System Security Program Planning Guide**
Author(s): John Balog and Anne Schwarz
Year: 1994
Sponsoring Agency: Federal Transit Administration (FTA)
Volpe Report #: DOT-VNTSC-FTA-94-01
DOT Number: FTA-MA-90-7001-94-1
NTIS Number: PB94-161973
Available: http://www.transit-safety.dot.gov

Title: **Transit Security Handbook**
Author(s): Annabelle Boyd and James Caton
Year: 1998
Sponsoring Agency: Federal Transit Administration (FTA)
Volpe Report #: DOT-VNTSC-FTA-98-03
DOT Number: FTA-MA-90-9007-98-1
NTIS Number: PB98-157761
Available: http://www.transit-safety.dot.gov

Title: **Critical Incident Management Guidelines**
Authors: Annabelle Boyd and James Caton
Year: 1998
Sponsoring Agency: Federal Transit Administration (FTA)
Volpe Report #: DOT-VNTSC-FTA-98-05
DOT Number: FTA-MA-26-7009-98-1
Available: http://www.transit-safety.dot.gov

Title: **Transit Security Procedures Guide**
Author(s): John Balog and Anne Schwarz
Year: 1996
Sponsoring Agency: Federal Transit Administration (FTA)
Volpe Report #: DOT-VNTSC-FTA-94-08
DOT Number: FTA-MA-90-7001-94-2 9
Available: http://www.transit-safety.dot.gov

Title: **Emergency Preparedness for Transit Terrorism**
Authors: Annabelle Boyd and John P. Sullivan
Year: 1997
Sponsoring Agency: Transportation Research Board
Report Number Transit Cooperative Research Program Synthesis Number 27
Web site: http://nationalacademies.org/trb/publications/tcrp/tsyn27.pdf

Perspectives on Transit Security in the 1990s: Strategies for Success
Author(s): Annabelle Boyd and Patricia Maier
Year: 1996
Sponsoring Agency: Federal Transit Administration (FTA)
Volpe Report #: DOT-VNTSC-FTA-96-02
DOT Number: FTA-MA-90-7006-96-01
NTIS Number: PB96-185871
Available: http://www.transit-safety.dot.gov

Title: **Transit Security in the 90's**
Author(s): Kathryn Powell and Annabelle Boyd
Year: 1996
Sponsoring Agency: Federal Transit Administration (FTA)
Keywords:Local transit-Security measures
Volpe Report #: DOT-VNTSC-FTA-96-11
DOT Number:FTA-MA-26-9009-97-01
NTIS Number:PB97-146989
Available: http://www.transit-safety.dot.gov

Title: **Protecting Surface Transportation Systems and Patrons from Terrorist Activities – Volume One**
Author: Brian Michael Jenkins
Year: January 1997
Sponsoring Agency: San Jose University, Mineta International Institute for Surface Transportation Policy Studies
Report Number: IISTPS 97-4
Full text available at: http://www.transweb.sjsu.edu/publications/terrorism/Protect.htm

Title: **Protecting Surface Transportation Systems Against Terrorism and Serious Crime – 2001 Update**
Author: Brian Michael Jenkins
Year: October 2001
Sponsoring Agency: San Jose University, Mineta International Institute for Surface Transportation Policy Studies
Report Number: IISTPS 01-7
Full text available at: http://www.transweb.sjsu.edu/publications/terrorism/Protect.htm

Title: **Improving Transit Security**
Authors: Jerome A. Needle and Renee M. Cobb, J.D,
Year: 1997
Sponsoring Agency: Transportation Research Board
Report Number Transit Cooperative Research Program Synthesis Number 21
Web site: http://nationalacademies.org/trb/publications/tcrp/tsyn21.pdf

Appendix N

HOMELAND SECURITY ADVISORY SYSTEM RECOMMENDATIONS

The Homeland Security Advisory System Recommendations for businesses are presented on the following page. This was taken from the American Red Cross web site www.redcross.org/services/disaster/beprepared/hsas/business.pdf . A more detailed description of the Threat Conditions Advisory System can be found by going to the Colorado Office of Preparedness, Security and Fire Safety web site www.cdpsweb.state.co.us and selecting "Office of Preparedness and Security" at the directory.

![American Red Cross logo]

Together, we can save a life

Homeland Security Advisory System Recommendations

<u>Businesses</u>

<u>Risk of Attack</u>	<u>Recommended Actions</u>
SEVERE *(Red)*	• *Complete recommended actions at lower levels* • Listen to radio/TV for current information/instructions • Be alert to suspicious activity and report it to proper authorities immediately • Work with local community leaders, emergency management, government agencies, community organizations, and utilities to meet immediate needs of the community • Determine need to close business based on circumstances and in accordance with written emergency plan • Be prepared to work with a dispersed or smaller work force • Ensure mental health counselors available for employees
HIGH *(Orange)*	• *Complete recommended actions at lower levels* • Be alert to suspicious activity and report it to proper authorities • Review emergency plans to include continuity of operations and media materials on hand • Determine need to restrict access to business or provide private security firm support/reinforcement • Contact vendors/suppliers to confirm their emergency response plan procedures • If a need is announced, contact nearest blood collection agency and offer to organize a blood drive
ELEVATED *(Yellow)*	• *Complete recommended actions at lower levels* • Be alert to suspicious activity and report it to proper authorities • Contact private security firm for security risk assessment and to determine availability of support/reinforcement • Contact voluntary organizations you support to determine how you can provide assistance in case of emergency
GUARDED *(Blue)*	• *Complete recommended actions at lower level* • Be alert to suspicious activity and report it to proper authorities • Dialogue with community leaders, emergency management, government agencies, community organizations and utilities about disaster preparedness • Ensure emergency communication plan updated to include purchase of needed equipment. • Ask the local Red Cross chapter to provide a "Terrorism: Preparing for the Unexpected" presentation at your workplace for employees
LOW *(Green)*	• Use Red Cross Emergency Management Guide for Business and Industry to develop written emergency plans to address all hazards. Include an emergency communication plan to notify employees of activities; designate an off-site 'report to' location in case of evacuation. • Develop continuity of operations plan to include designating alternate work facility/location for business • Arrange for staff to take a Red Cross CPR/AED and first aid course • Obtain copies of Terrorism: Preparing for the Unexpected and Preparing Your Business for the Unthinkable brochures from your local Red Cross chapter for distribution to all employees/management as appropriate.

Your local American Red Cross chapter has materials available to assist you in developing preparedness capabilities.